

# Reimagining the Delta Workforce

July 23<sup>th</sup>, 2014

Chatom, AL

The Chatom

Community Center



**Reimagine  
Readiness**

**Reengage Adult  
Leaners and  
Disconnected  
Youth**

**Realign  
Relationships and  
Resources**

**Listening to the  
South**

southern growth policies board

**Re-imagining Workforce  
Development**

*Southern Growth Policies Board's  
2013 Report on the Future of the South*

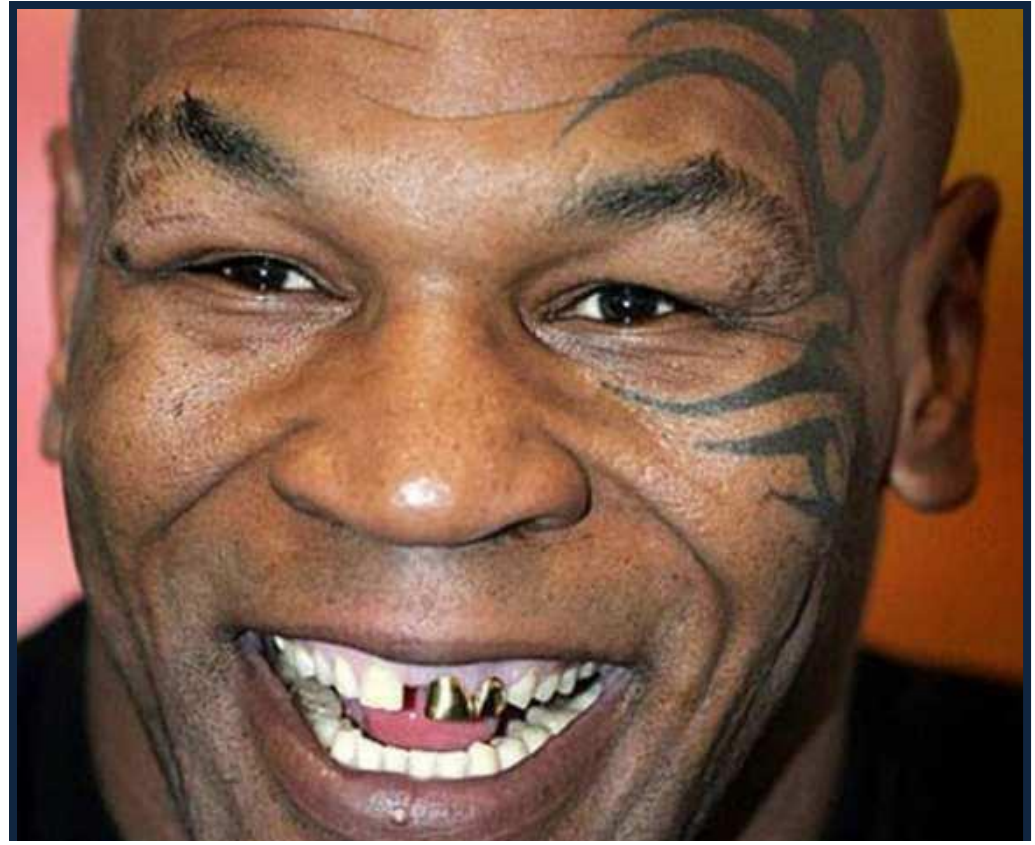
# Why?

southern growth policies board

## Re-imagining Workforce Development

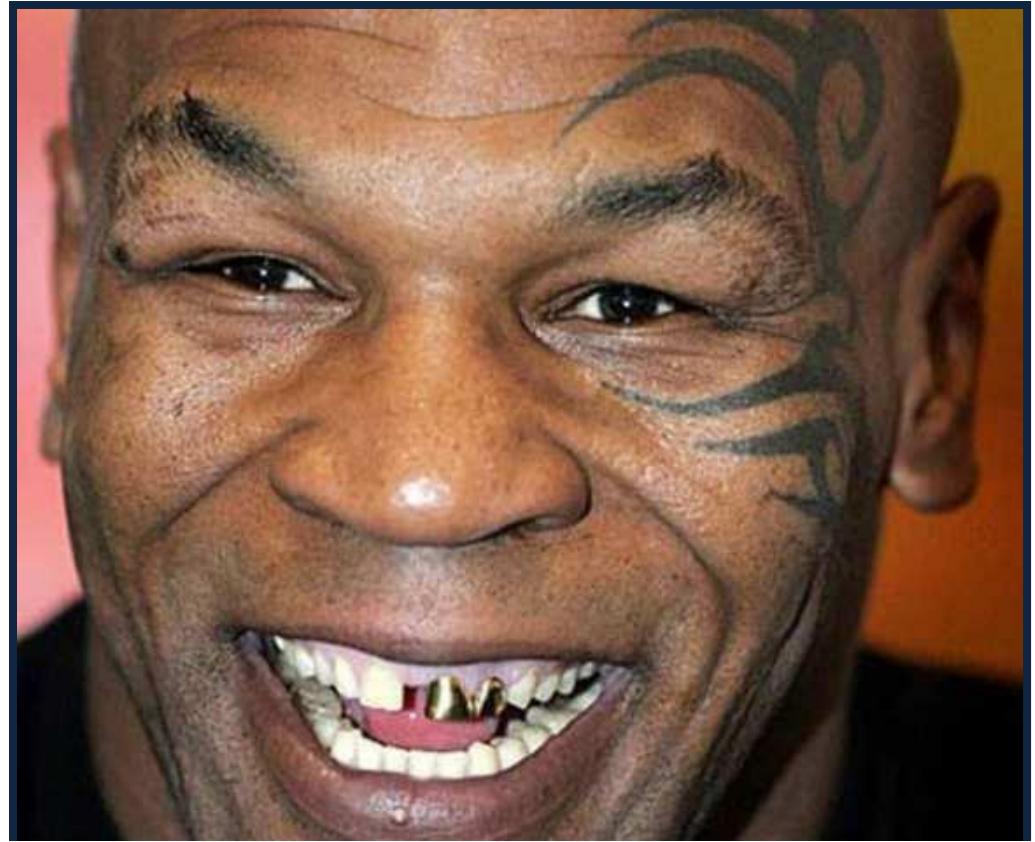
**Southern Growth Policies Board's  
2013 Report on the Future of the South**

"Everyone  
has a plan  
'till they  
get hit in  
the mouth"

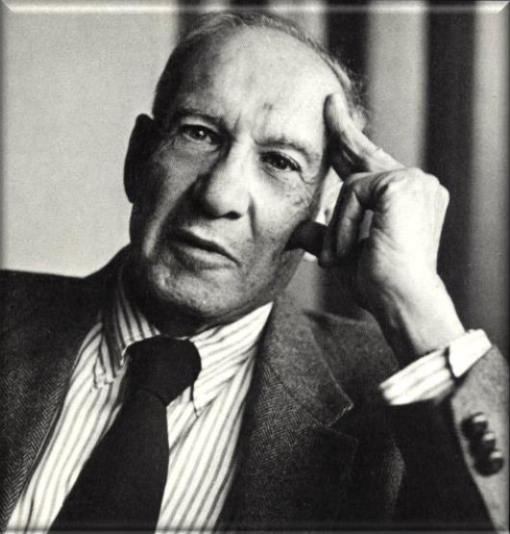


Mike Tyson



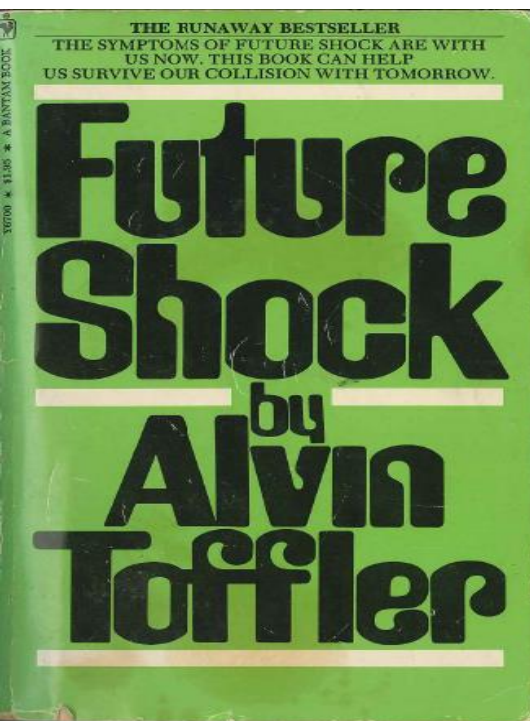


Mike Tyson



“No one born after the turn of the century has ever known anything but a world uprooting its foundations, overturning its values and toppling its idols.”

Peter Drucker 1957



“Is the dizzying disorientation brought on by the premature arrival of the future, a product of the greatly accelerated rate of change in society.”

Alvin Toffler 1971

Everybody farmed and all 4 worked in textile mills of NC (First generation workers)  
Everybody lived in towns of less than 3,000 (sort of)  
The highest grade of school was 6<sup>th</sup>  
No body ever had a passport, airplane ticket, mobile phone, computer or a foreign car



**Roy**

**Margaret**

**Genora**

**Wade**



# Today's New "Place" Reality

- The economy changed
- The competition changed
- Locational factors changed
- The U.S. workforce has changed
- The talent demands changed
- Customer (talent & companies) demands/expectations changed
- The pace of change and everything else changed

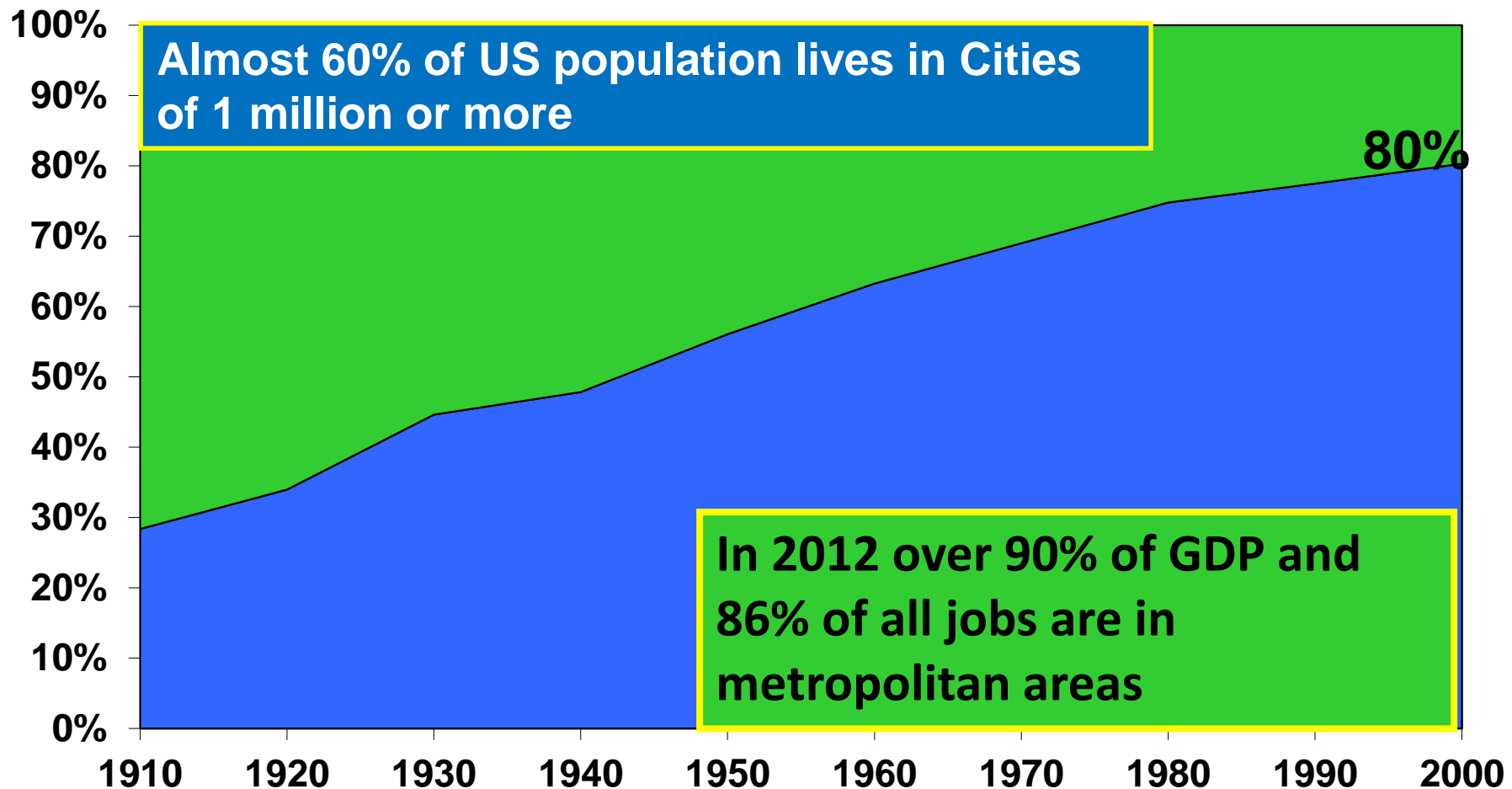




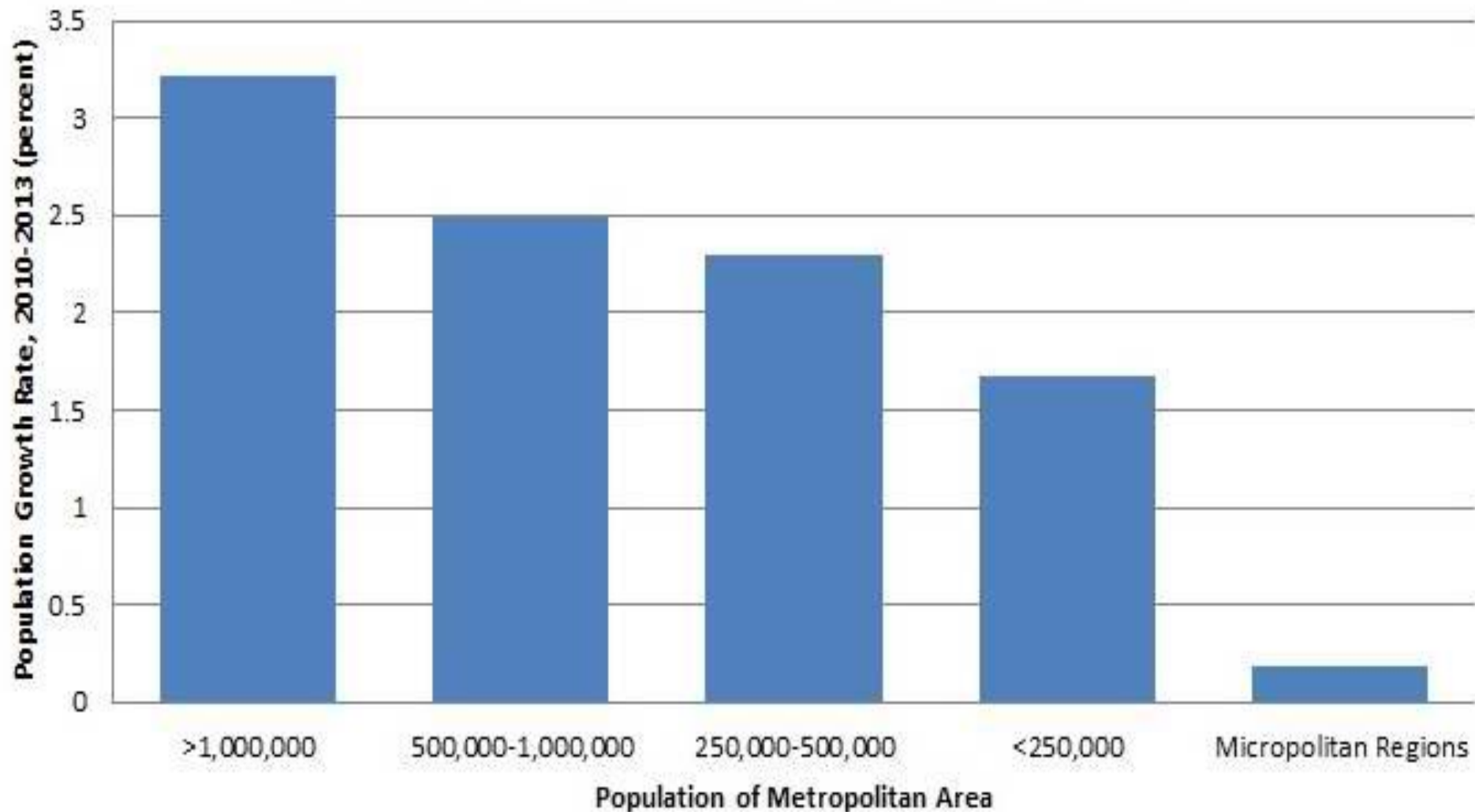
# Urbanization



# U.S. Population Concentration Metro-Non-Metro

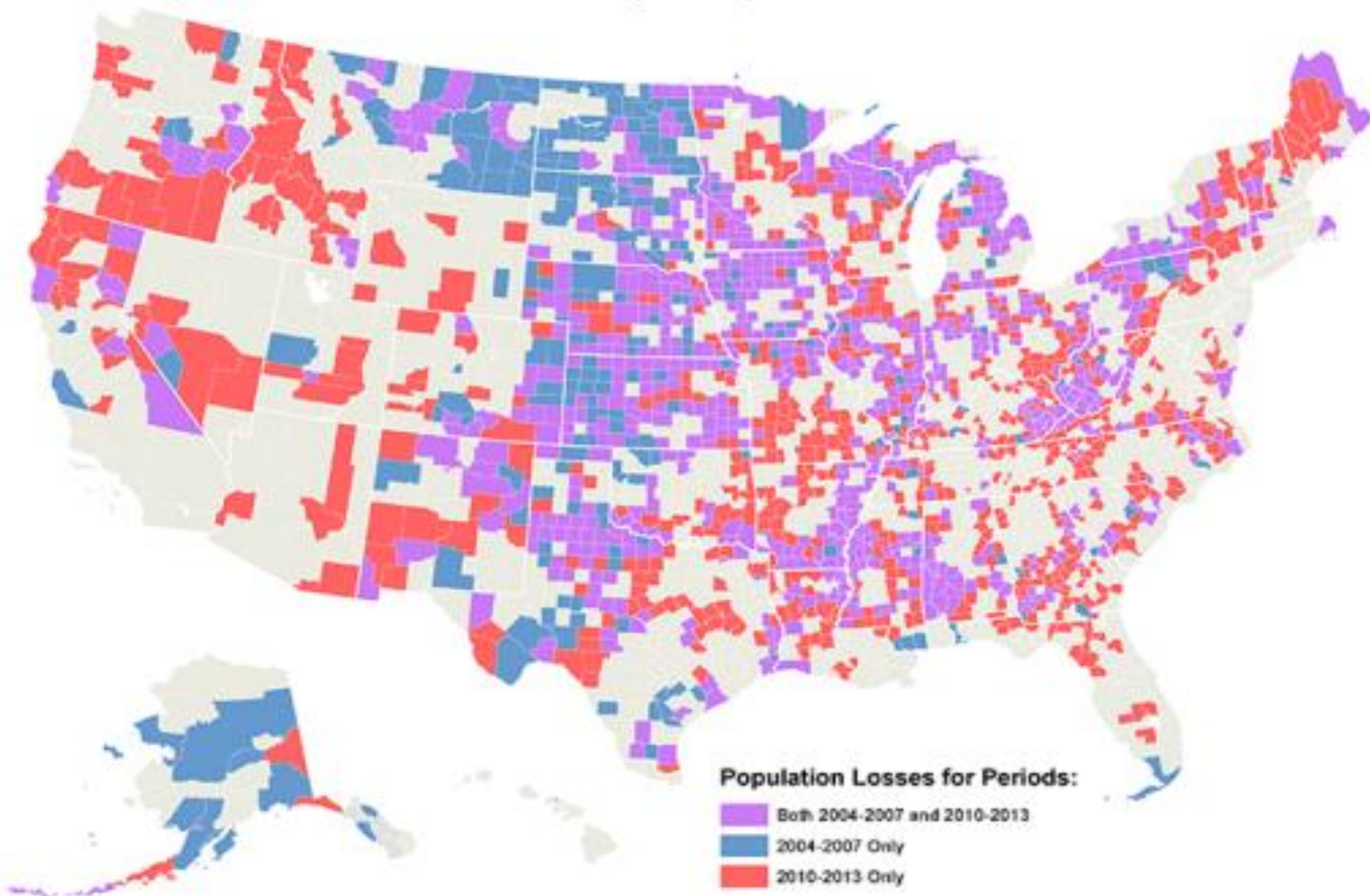


## Population Growth Rate by Regional Size

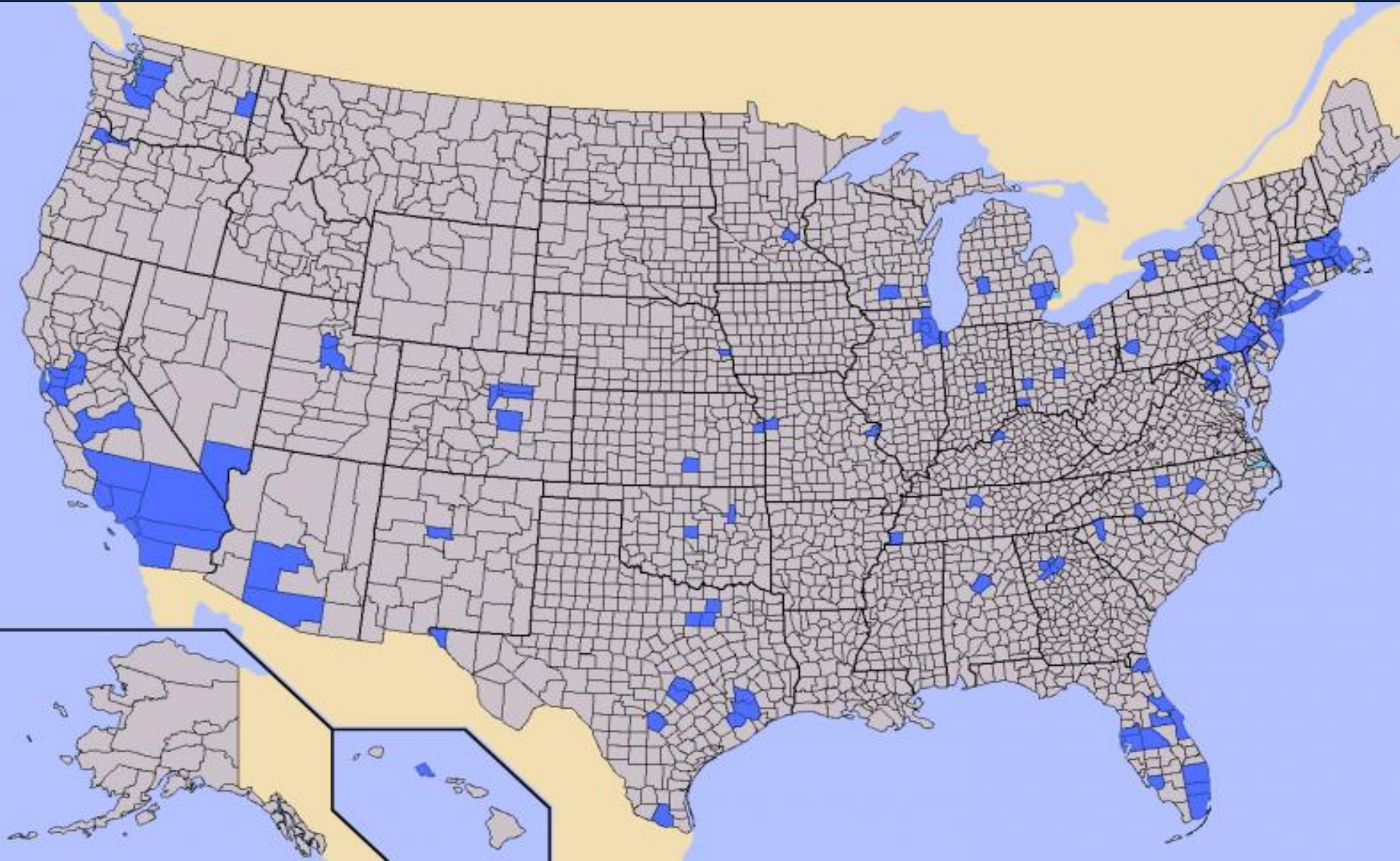




# Population Loss Counties, Outside Large Metropolitan Areas, 2004-2007 and 2010-2013

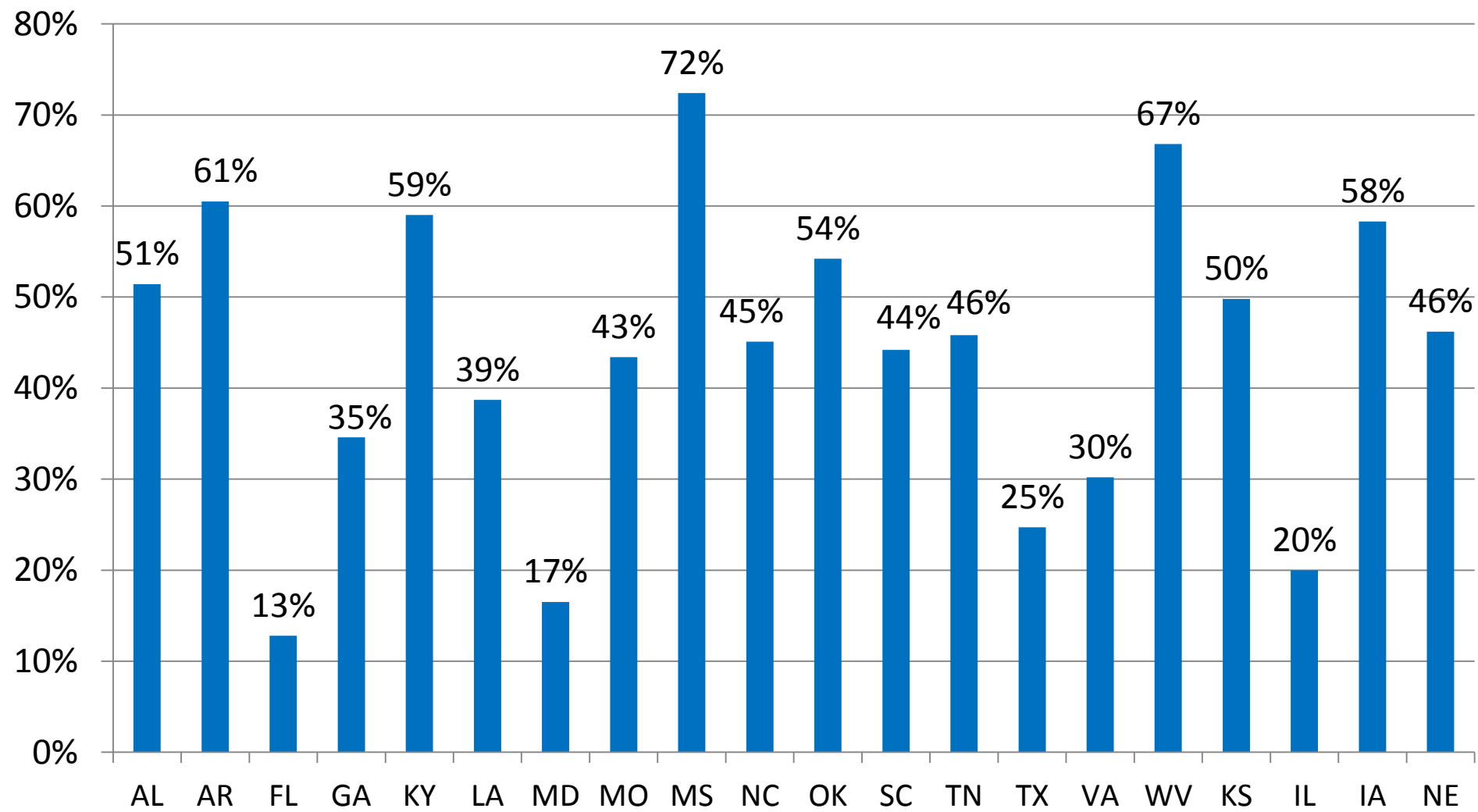


# Half of the US Population Lives in these 146 Counties





# Southern States % of Population Rural & Small Cities 2010





# The Individual Focus Workforce Conundrum for Places



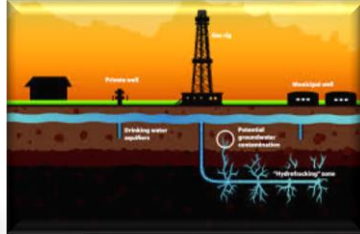
# The Technology Conundrum



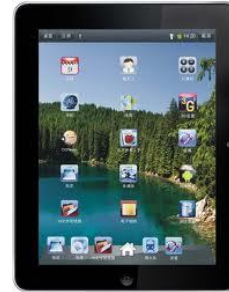
# McKinsey & Company

*Disruptive Technologies: May 2013*

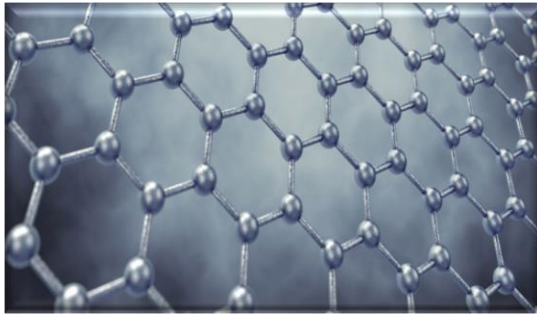
## Energy



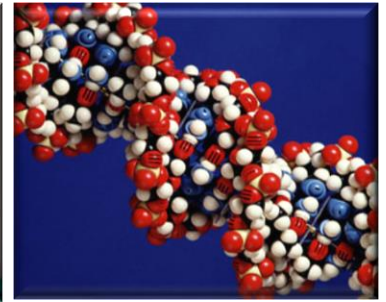
## Mobile Internet



## Advanced Materials



## Next Generation Genomics



## Robotics, Cloud, Digital-intel, 3D Printing



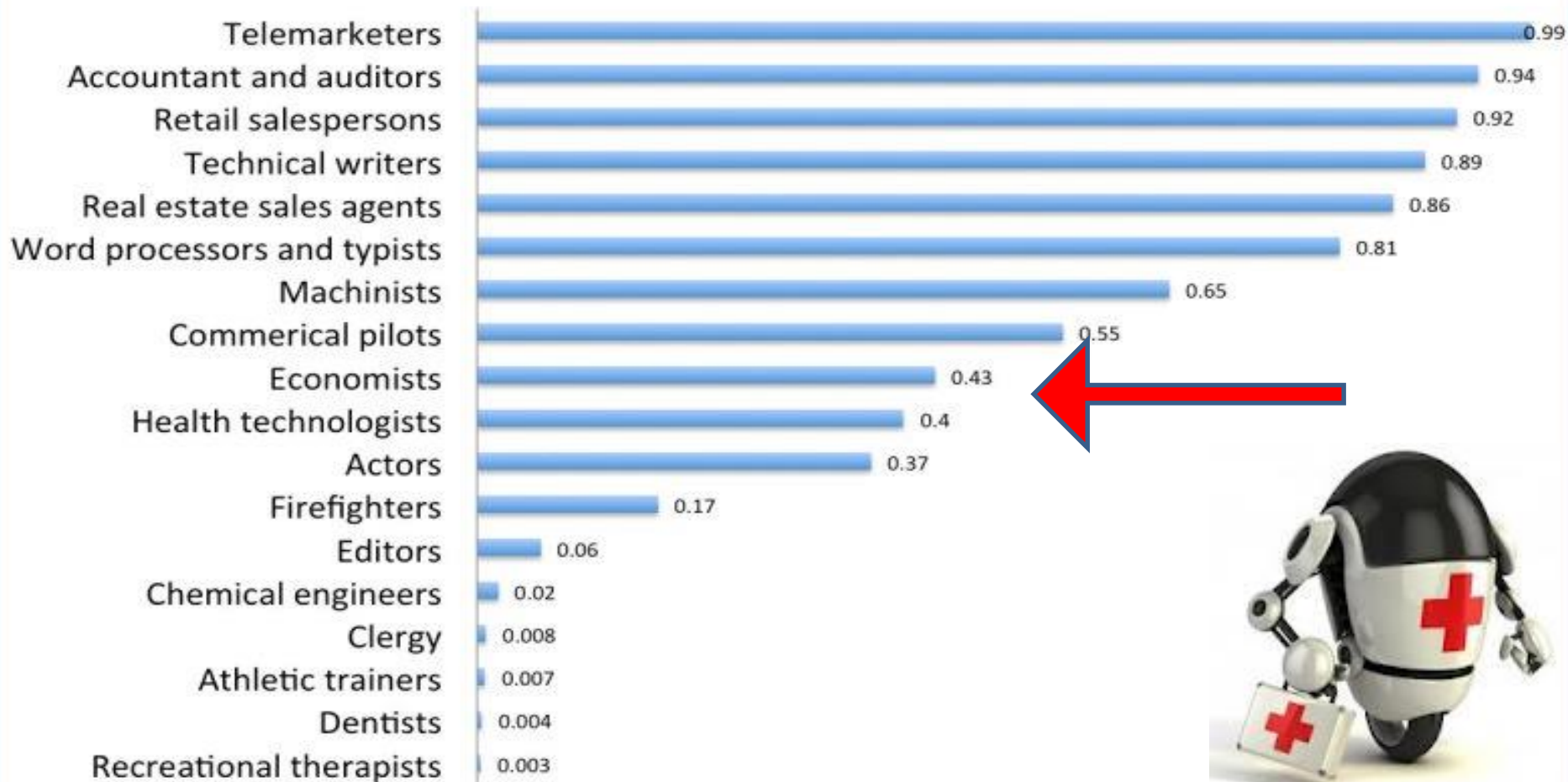
**Flat Screen TVs**  
**Moveable Sidewalks**  
**Electric Toothbrushes**  
**Automatics Doors**  
**Robot Vacuum**  
**Cleaners**  
**Videophones**  
**Homework on Tape**



Communicator  
Virtual meetings  
Wearable medical  
sensors  
3-D images  
Replicators



## Probability Robots Will Take Your Job In Next 20 Years, 1=Certain



BUSINESS INSIDER

Source: The Economist,  
The Future of Employment: How susceptible are jobs to computerisation?





# Re-imagine Readiness

- Strengthen the connections between education and job skills
- Re-think credentials and their value in the workplace
- Give students more exposure to the world of work
- Scale technology so that every student can benefit from a high quality, personalized learning experience



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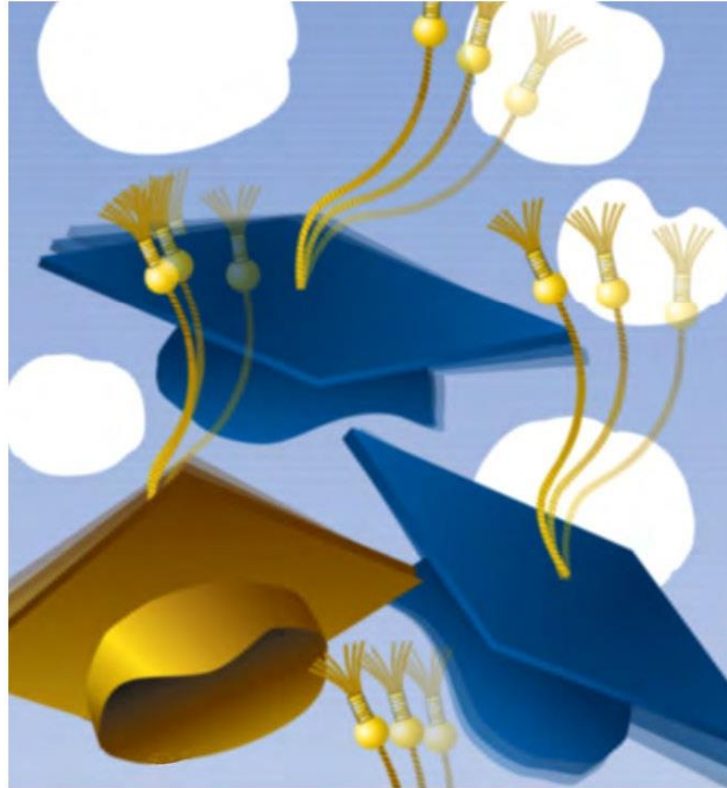


# Re-imagine Readiness

- Where do people get skills?



www.nifi.org



## >>Shaping Our Future

How Should Higher Education Help  
Us Create the Society We Want?

[http://www.youtube.com/watch?v=uBSQXwt09iU&feature=player\\_embedded](http://www.youtube.com/watch?v=uBSQXwt09iU&feature=player_embedded)

“The status quo can be changed, but it takes a lot of outrage.”

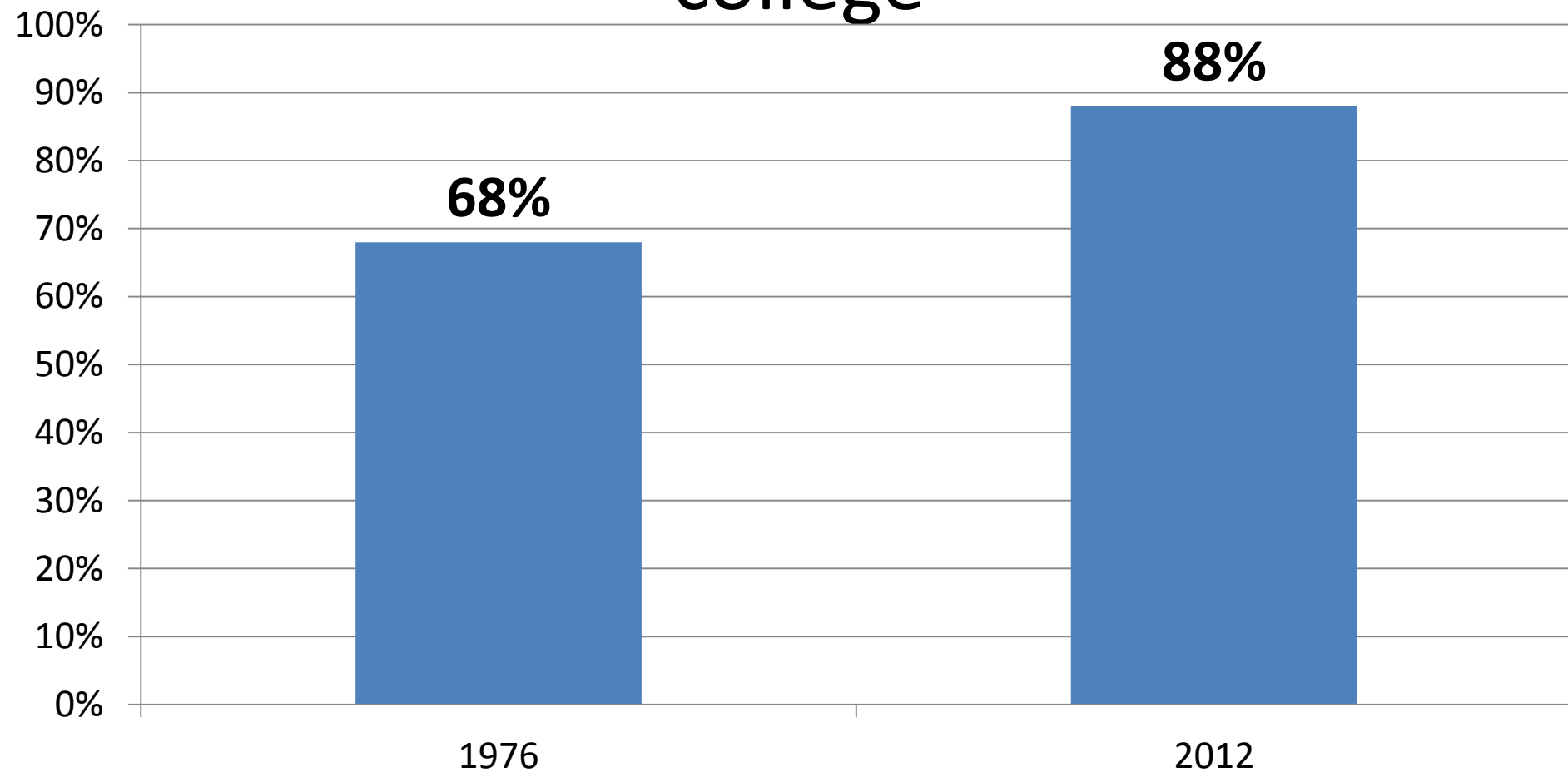


Bill Gates

(talking about the educational system.)



# % of College Freshman “to be able to get a better job” as an important reason for college



# Martin Dempsey

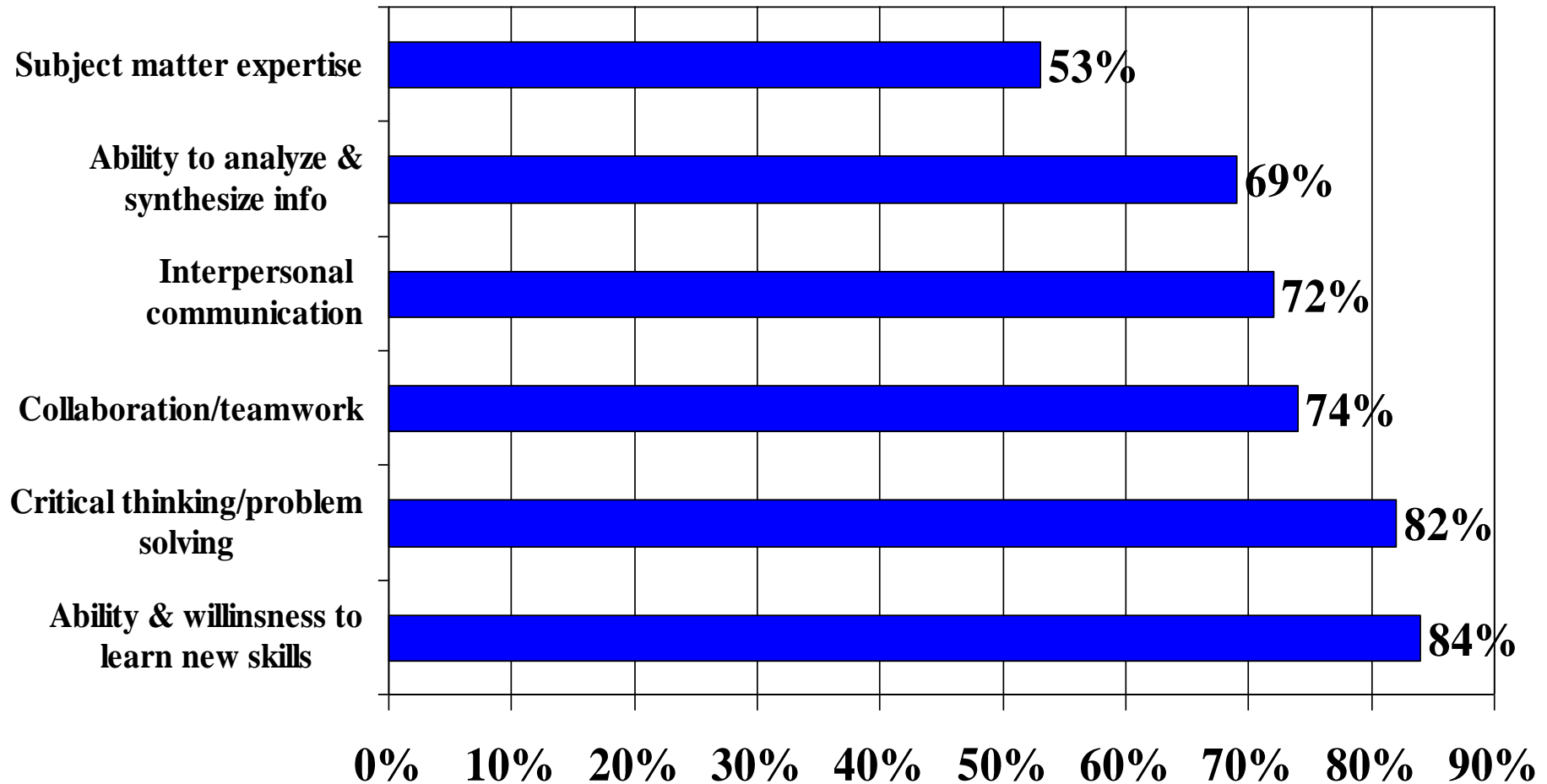
## Chairman Joint Chiefs of Staff



“In the past we wanted men who were physically fit, educated, and disciplined.”

“Now, we want someone who wants to belong to a value-based group, who can communicate, who is inquisitive, and who has an instinct to collaborate.”

# Importance of Skills When Hiring?





# Most Valuable Skills for Job Candidates

- Communication Skills
- Strong Work Ethic
- Teamwork Skills
- Initiative
- Interpersonal Skills
- Problem-solving Skills
- Analytical Skills
- Flexibility-Adaptability
- Computer Skills

Source: National Association of Colleges and Employers, 2012

## Top 10 skills for the successful 21st-century worker

### Leadership

Take a cross-disciplinary approach to project teamwork. Participate in leading and following in order to prepare for your career.

Many businesses are adopting a participative management style, which involves employees in decision making.

*George DeMetropolis*  
University of Phoenix faculty member and leadership consultant

### Collaboration

Choose courses that are collaborative and measure success by team results.

### Adaptability

Take advantage of flexible course schedules and learning platforms in order to work, raise a family, volunteer and learn.

### Innovation

Seek out learning environments that build technology and media fluency.

### Global citizenship

Learn in a diverse classroom to gain opportunities to build cross-cultural understanding.

### Critical thinking

Take coursework that offers an opportunity to engage in self-directed, project-based and applied learning.

### Communication

Learn in an environment that requires participation in many modes of communication.

Students must hold themselves accountable and have the opportunity to hold others accountable for the good of the team.

*Irene Blundell*  
University of Phoenix faculty member

### Productivity and accountability

Select a school that provides a code of conduct in learning situations to build accountability and productivity.

### Accessing, analyzing and synthesizing information

Seek out a market-driven curriculum focused on real cross-functional issues to help you think about how issues interconnect.

### Entrepreneurialism

Work on developing the ability to solve current and relevant issues in the safety of the classroom environment.



University of Phoenix®

Designer: Naureen Saira | Writer: Mary Barry

# Top Skills Employers Say They Want (2014)

1. Ability to work in a team
2. Ability to make decisions and solve problems
3. Ability to plan, organize and prioritize work
4. Ability to communicate verbally
5. Ability to obtain and process information
6. Ability to analyze quantitative data
7. Technical knowledge related to the job
8. Proficiency with computer software programs
9. Ability to create and/or edit written reports
10. Ability to sell and influence people

# Future Workforce Skills- 2020

## Institute For The Future

### Because of

- 1) Extreme longevity
- 2) Smart machines
- 3) Computational world
- 4) New media ecology
- 5) Super organizations
- 6) Global connectivity

### New skills needed

- 1) Sense making
- 2) Social intelligence
- 3) Adaptive thinking
- 4) Cross-cultural comps
- 5) Computational thought
- 6) Design mindset
- 7) Virtual collaboration

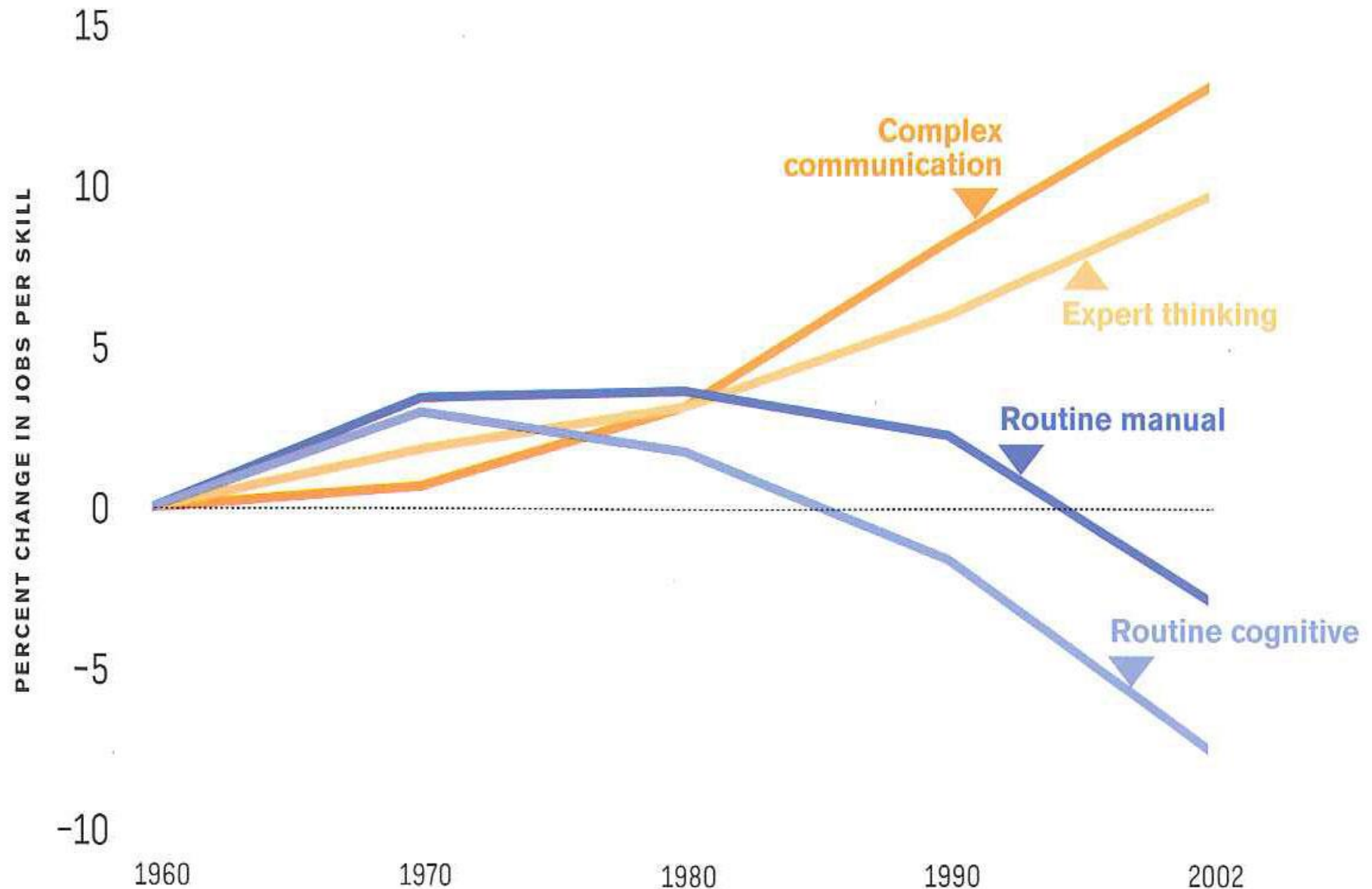


# Rankings of Employee Skills from Most Important to Least Important

<u>Under \$12 per hour</u>	<u>\$12-20 per Hour</u>	<u>Over \$20 per hour</u>
Honesty/Integrity	Honesty/Integrity	Honesty/Integrity
Dependability/Responsibility	Dependability/Responsibility	Dependability/Responsibility
Positive Attitude/Energy	Positive Attitude/Energy	Positive Attitude/Energy
Work Ethic	Work Ethic	Work Ethic
Customer Service	Teamwork	Teamwork
Teamwork	Customer Service	Problem Solving
Professionalism	Professionalism	Verbal Communication
Verbal Communication	Verbal Communication	Professionalism

# The Service Economy Generates High Demand for Higher Order Skills

Source: Council on Competitiveness, *Competitiveness Index*



Job Specific  
Skills

(Such as  
construction  
trades,  
coding, or  
customer  
service)

Work Skills

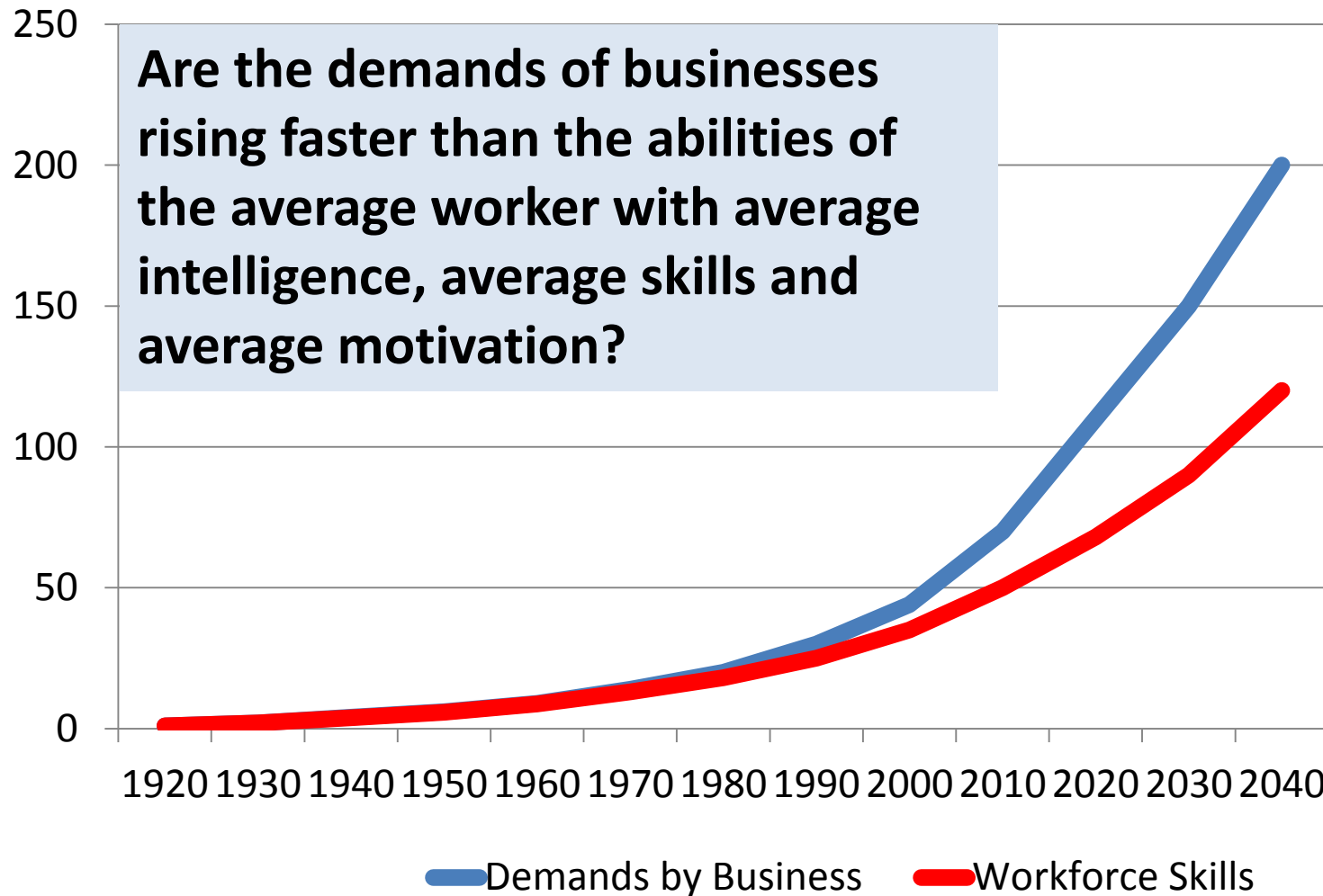
(Such as  
communication  
problem  
solving, and  
critical  
thinking)

Life Skills

(Such as  
honesty,  
dependability,  
teamwork  
and, positive  
attitude)



# Can the Skills of the Talent Pool Keep Up With the Demand for Skills?

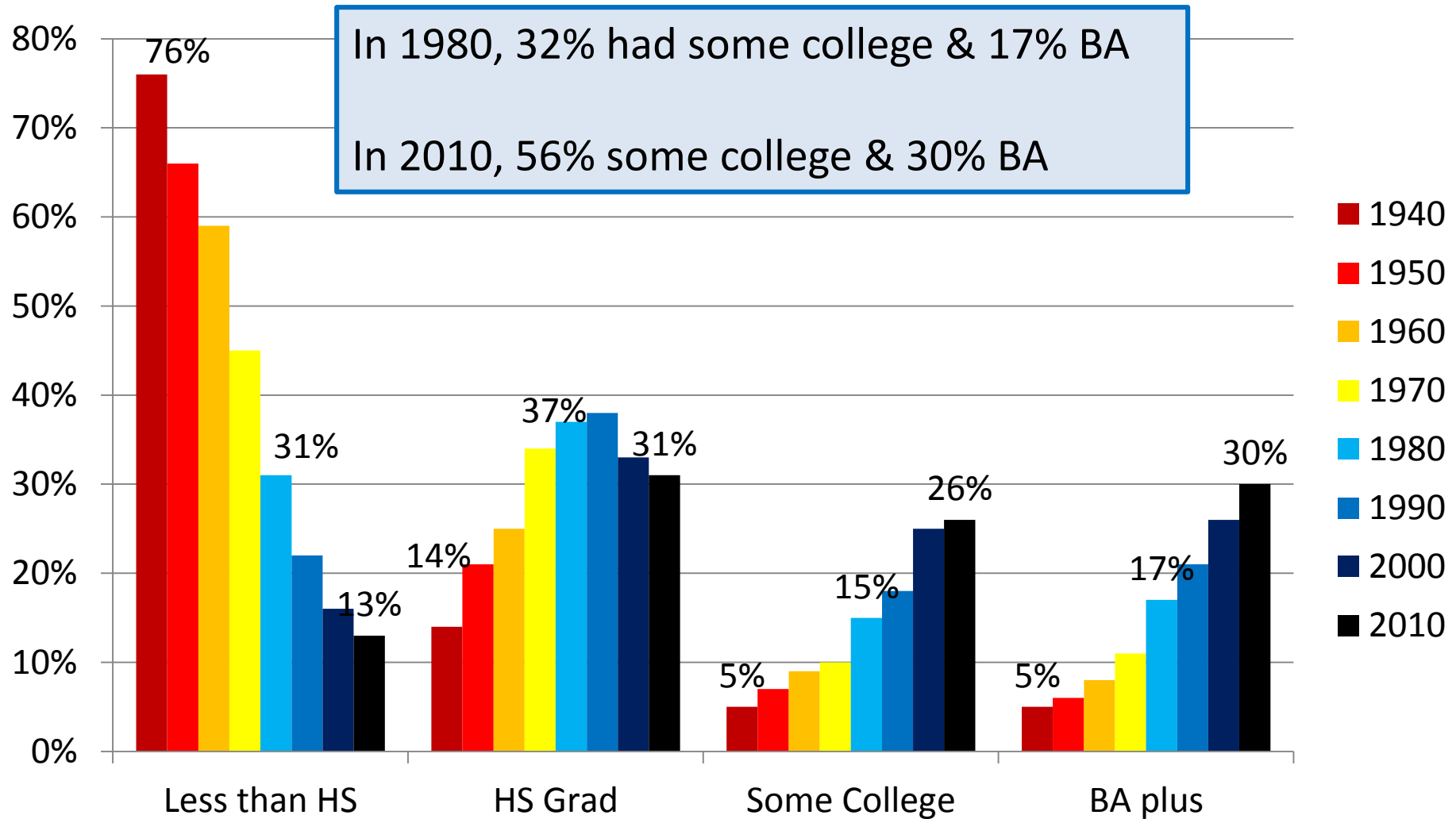


# Re-imagine Readiness

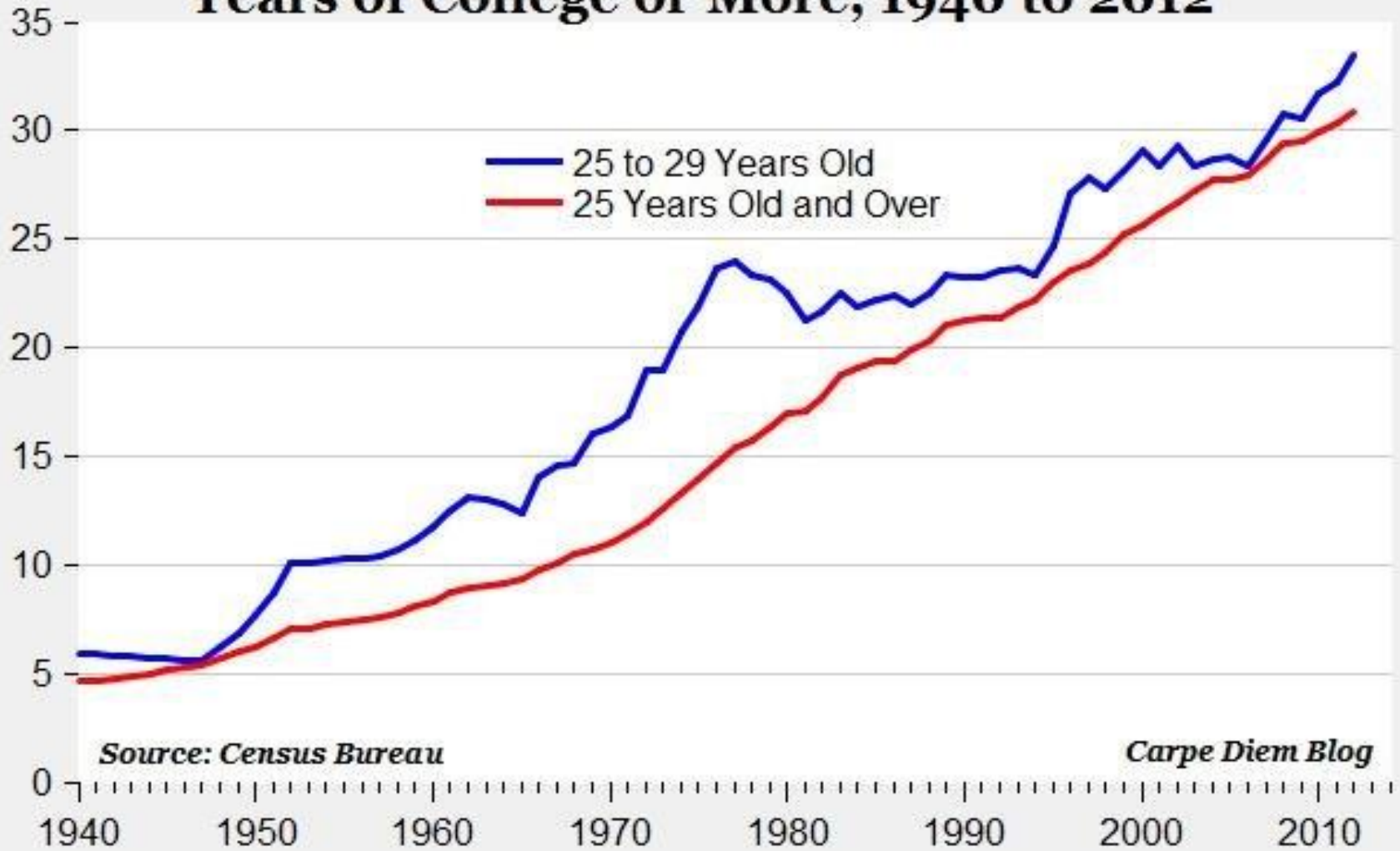
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# US Adults Years School Completed

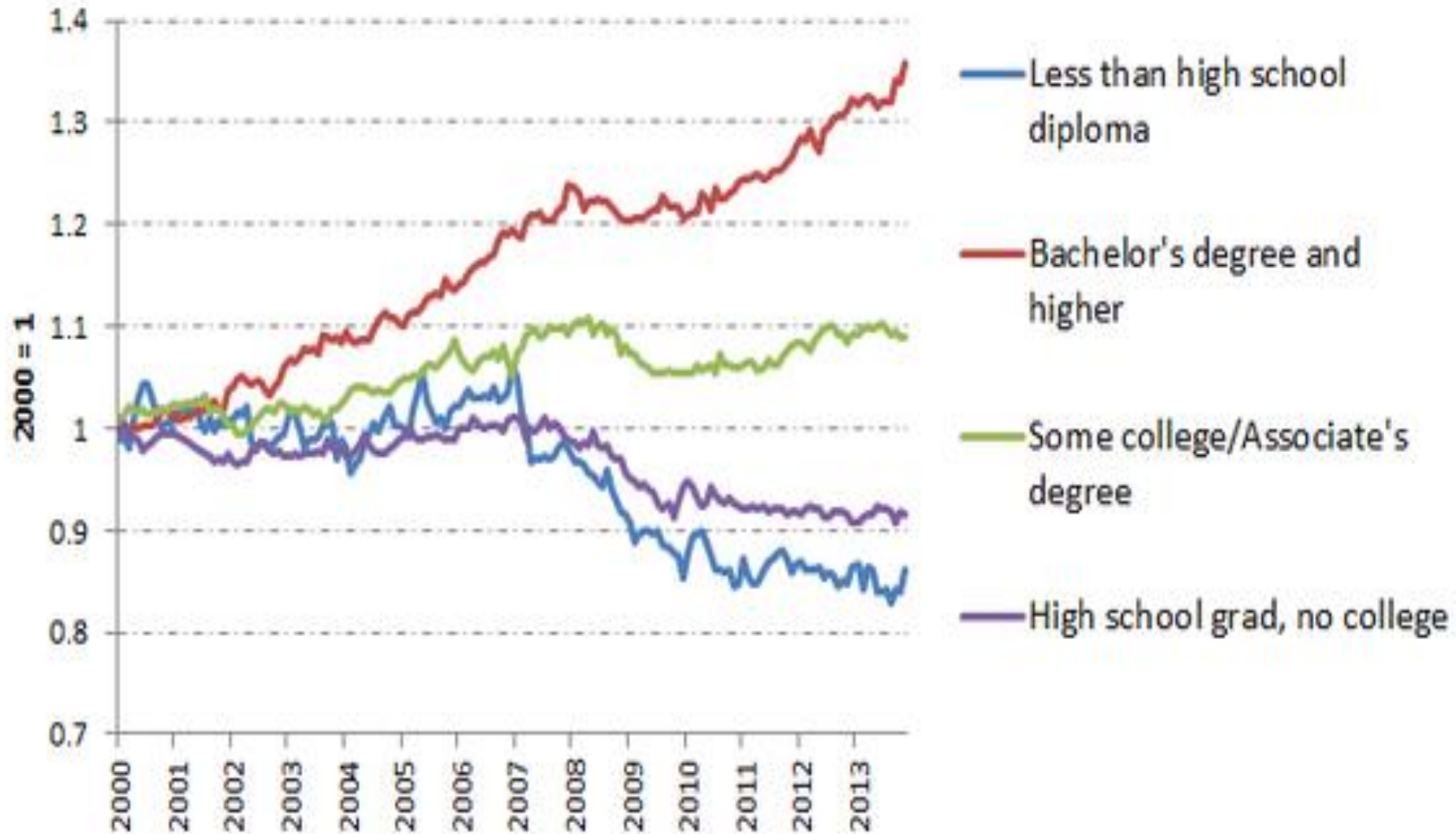


## Percent of Adults Who Have Completed Four Years of College or More, 1940 to 2012





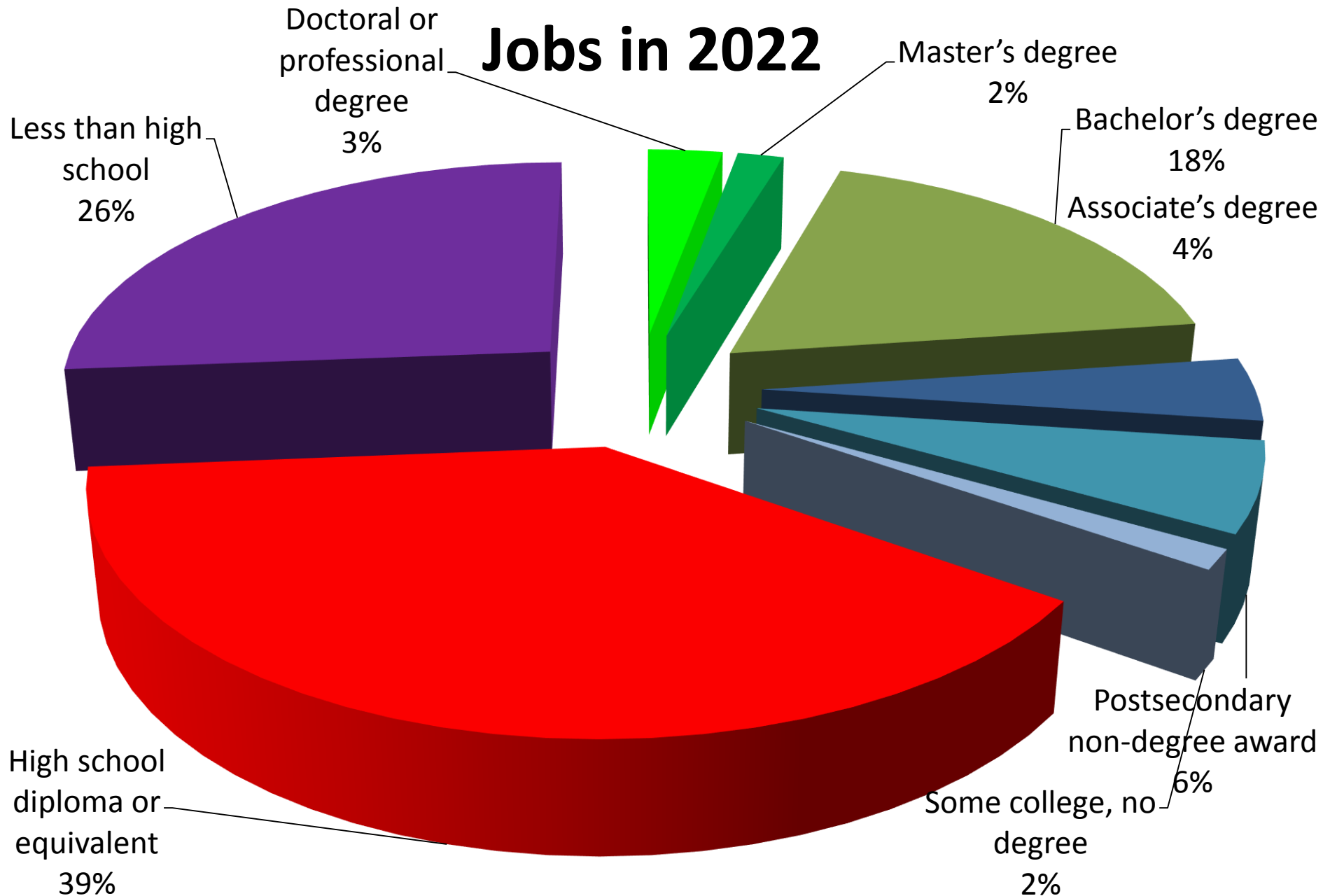
# Employment by Education



# What % of Jobs, in America, in 2022 will require a Bachelor's Degree or more?



# Jobs in 2022

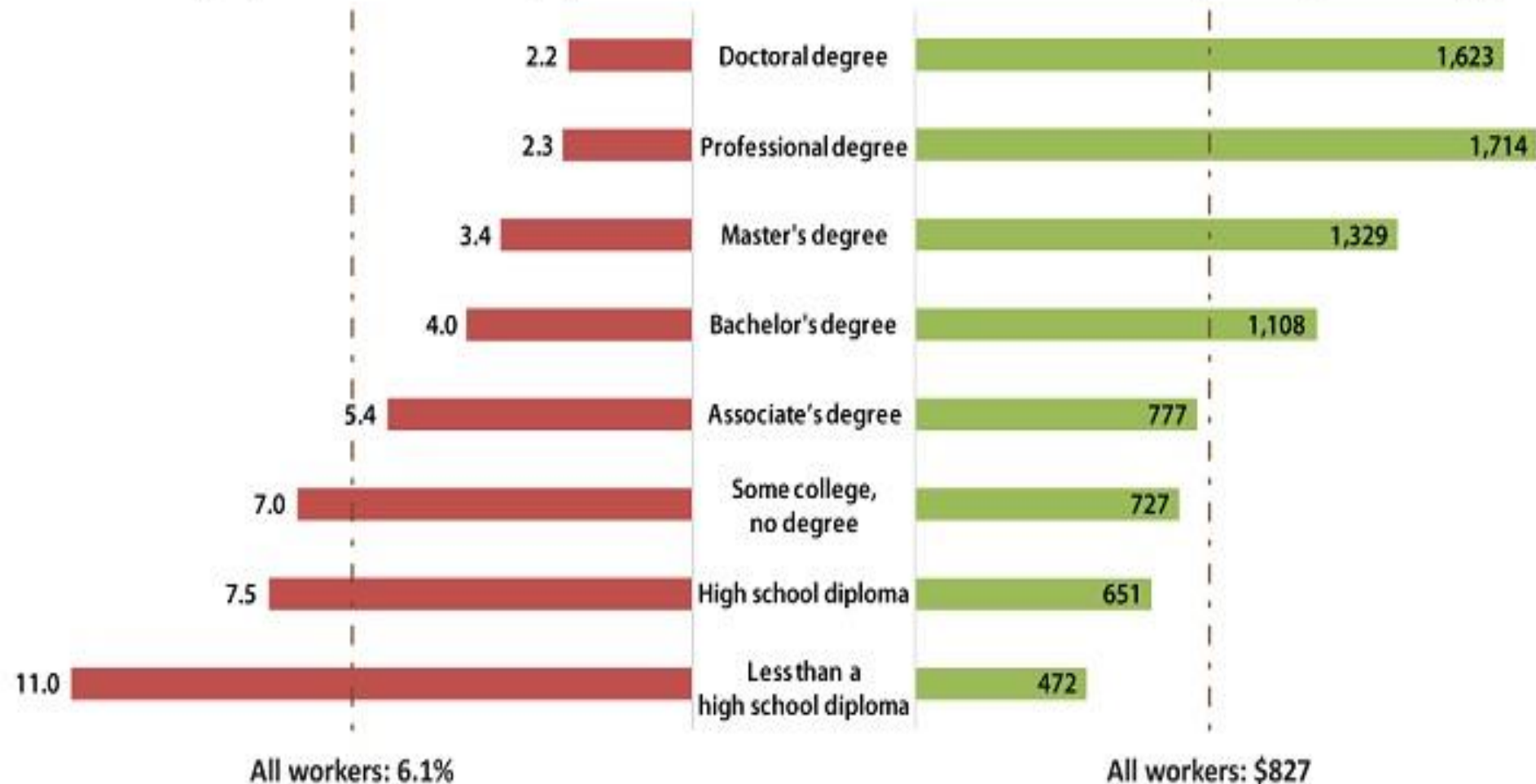




# Earnings and unemployment rates by educational attainment

Unemployment rate in 2013 (%)

Median weekly earnings in 2013 (\$)



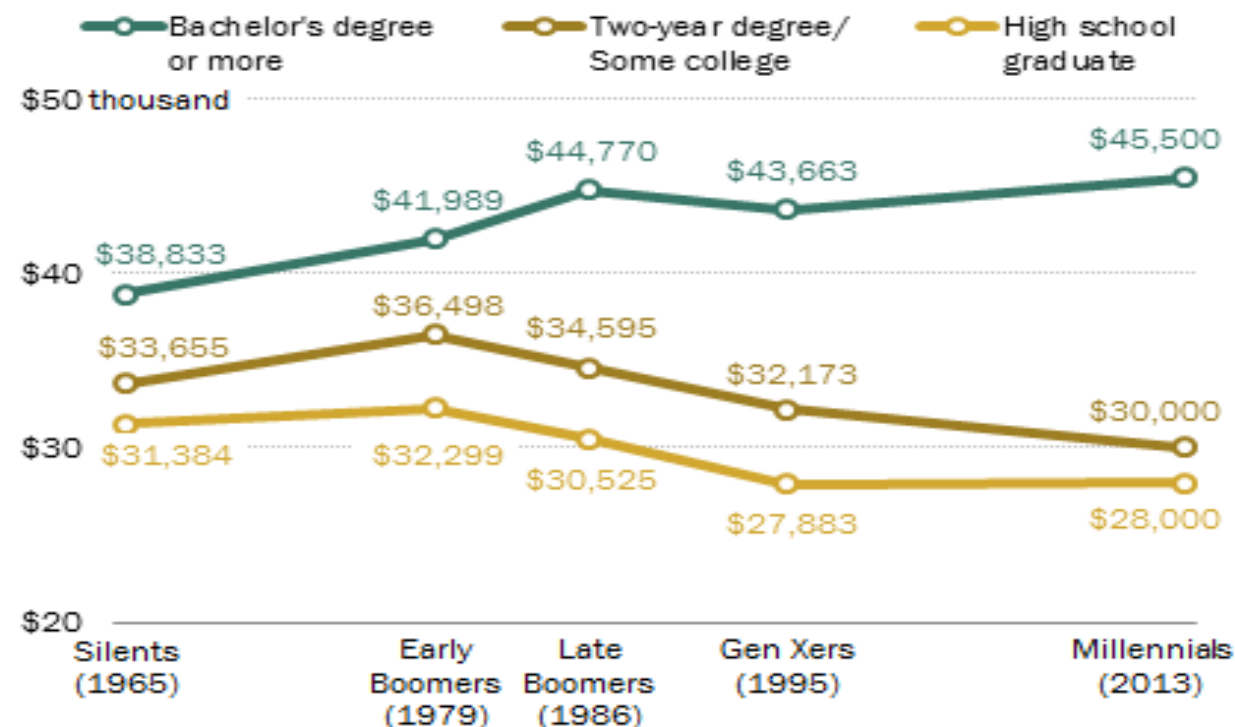
Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.

Source: Current Population Survey, U.S. Bureau of Labor Statistics, U.S. Department of Labor



# Rising Earnings Disparity Between Young Adults with And Without a College Degree

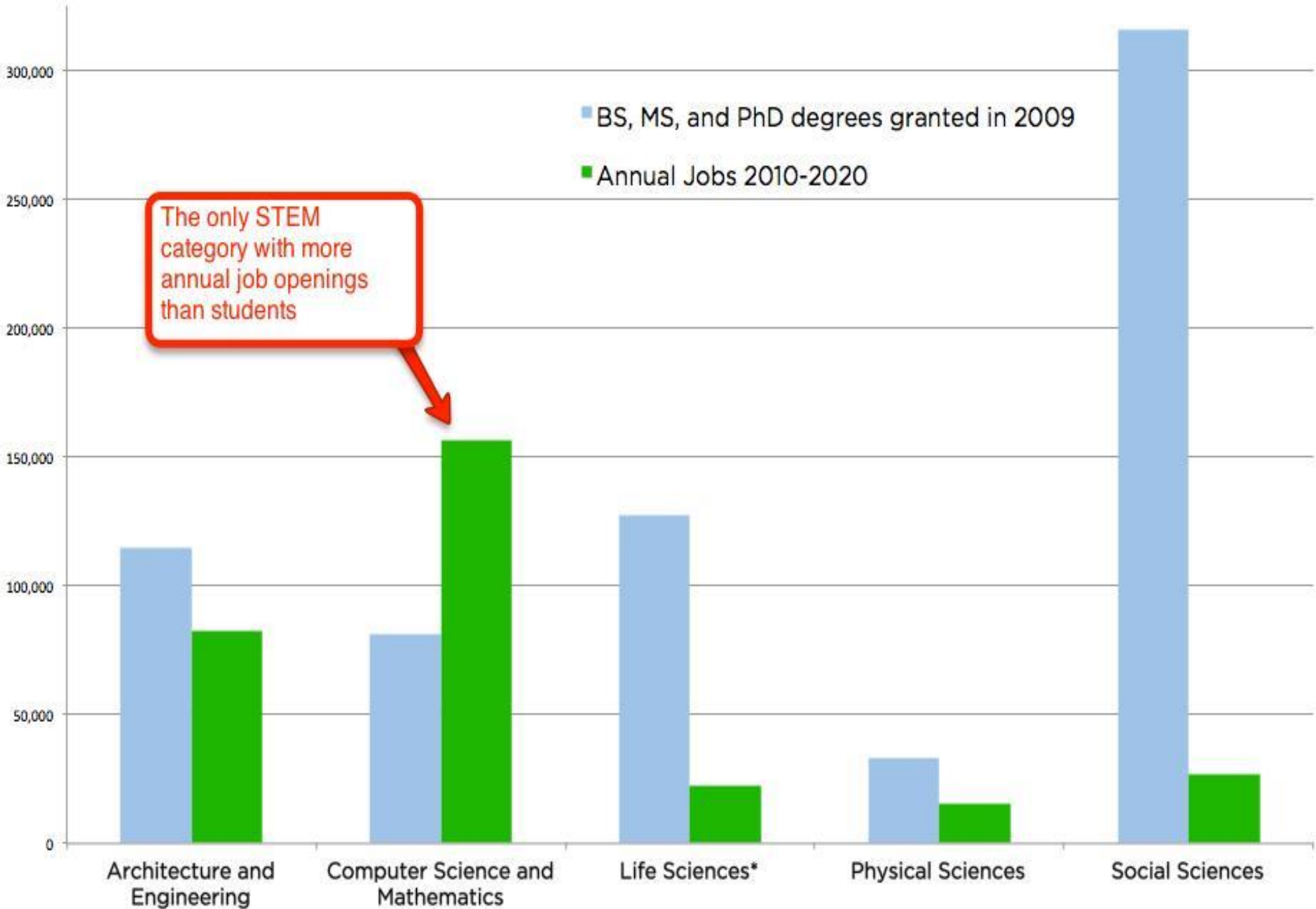
Median annual earnings among full-time workers ages 25 to 32, in 2012 dollars



Notes: Median annual earnings are based on earnings and work status during the calendar year prior to interview and limited to 25- to 32-year-olds who worked full time during the previous calendar year and reported positive earnings. "Full time" refers to those who usually worked at least 35 hours a week last year.

Source: Pew Research Center tabulations of the 2013, 1995, 1986, 1979 and 1965 March Current Population Survey (CPS) Integrated Public Use Micro Samples

PEW RESEARCH CENTER





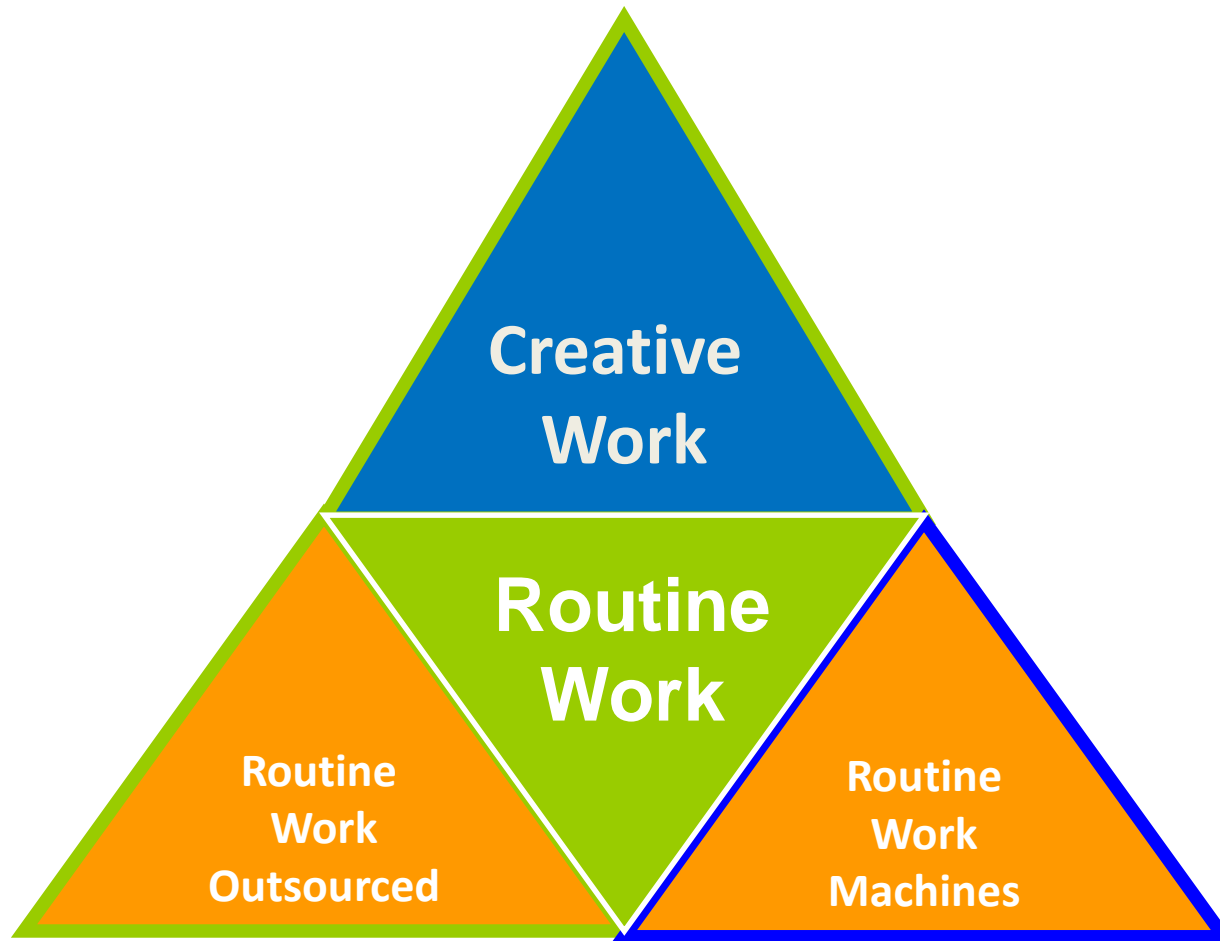
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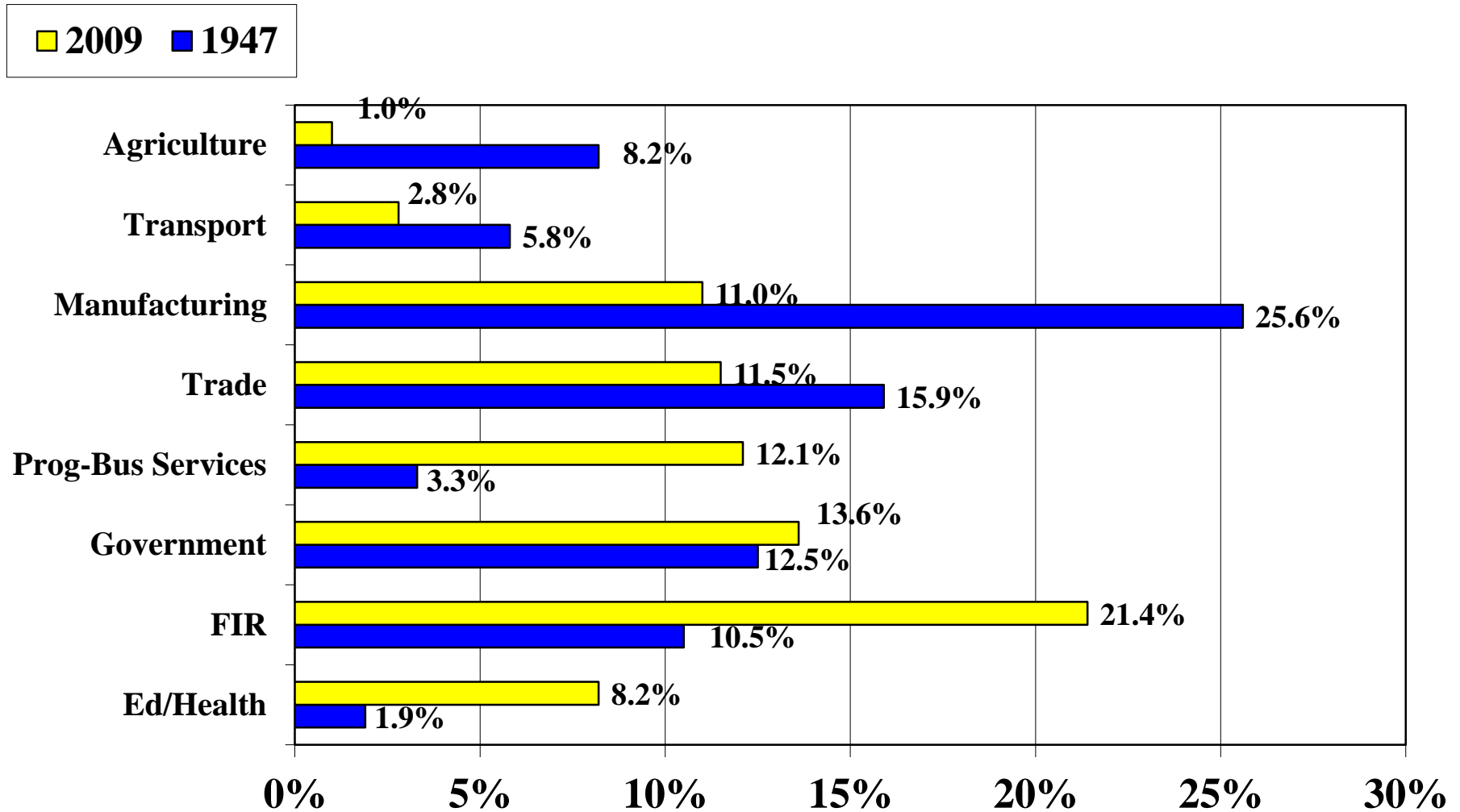




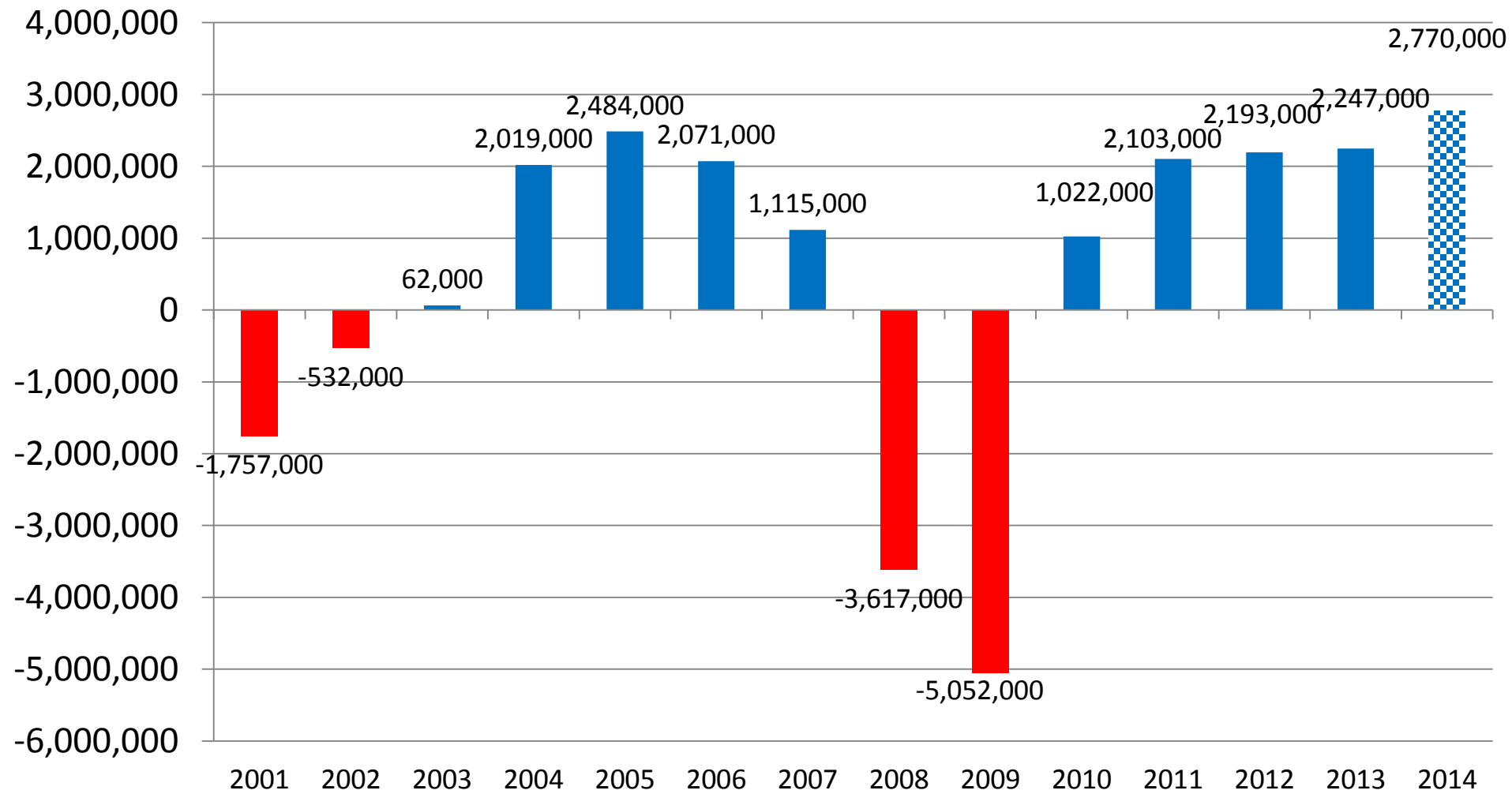
# Work Shifts



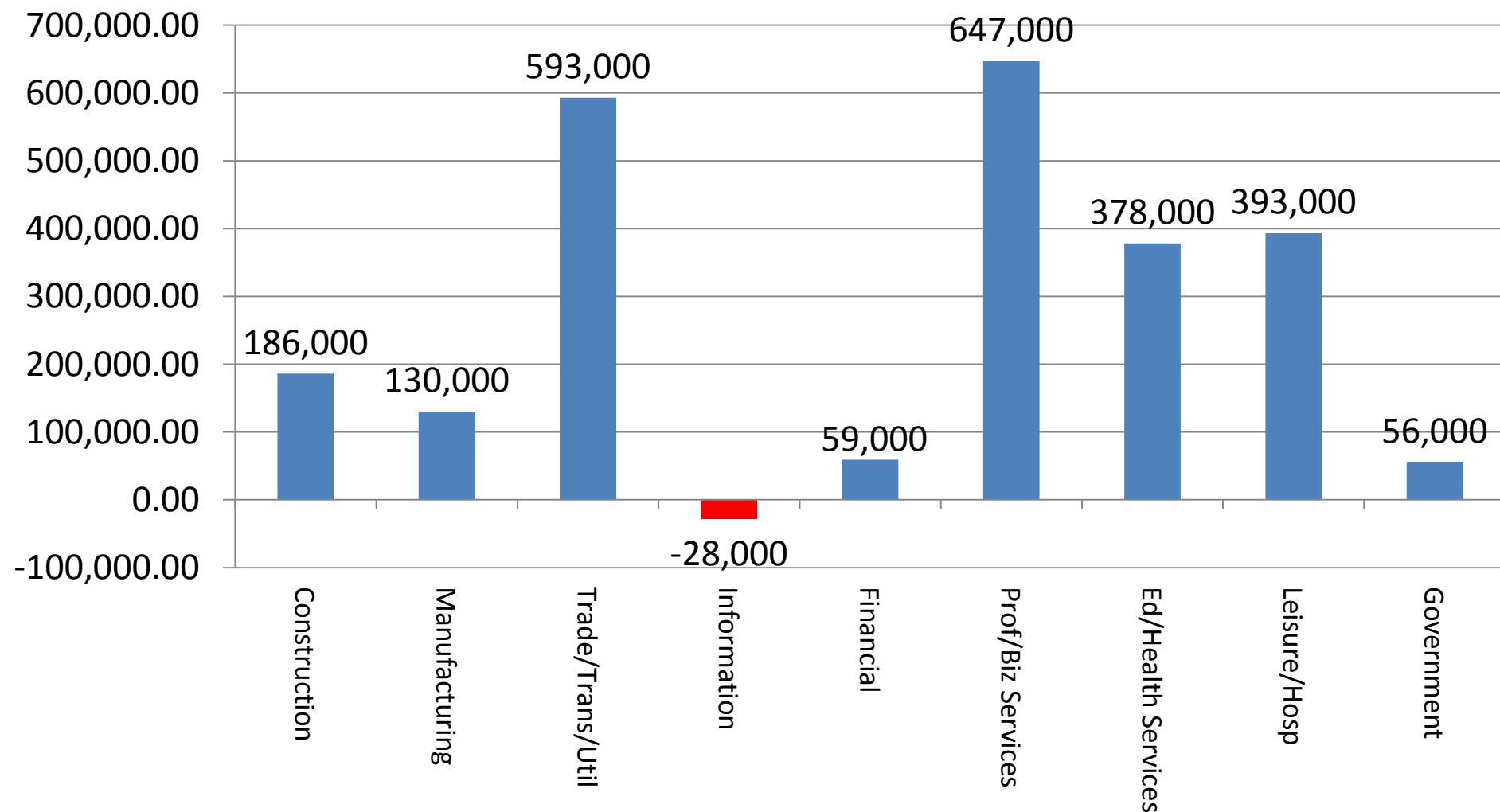
# WWII to 2009 U.S. Job Shifts



# Annual U.S. Employment Change

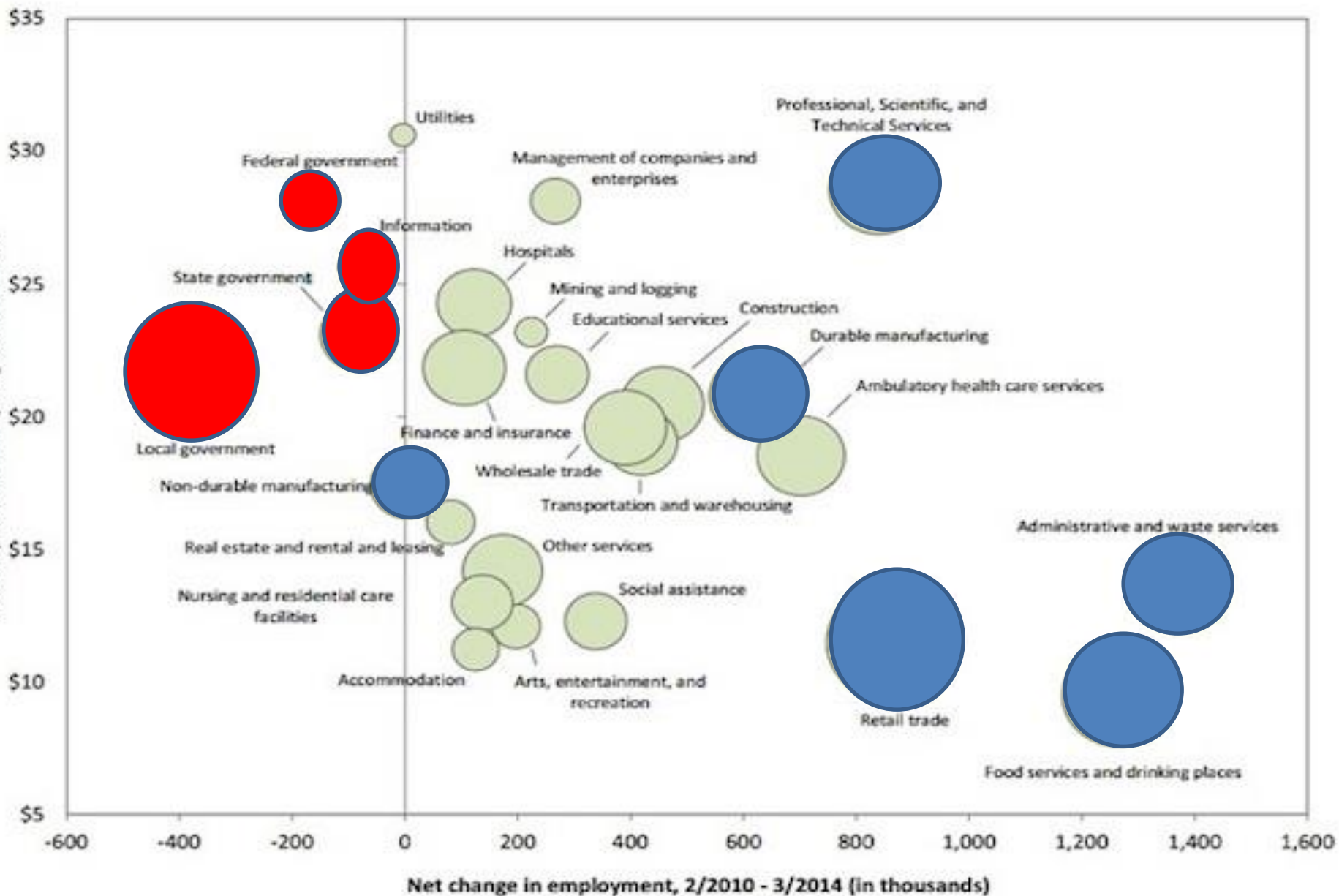


# Annual U.S. Employment Change By Sector June 2013 to June 2014





Industry median hourly wage, 2013 dollars



# Top Factors for Companies Considering New Investment

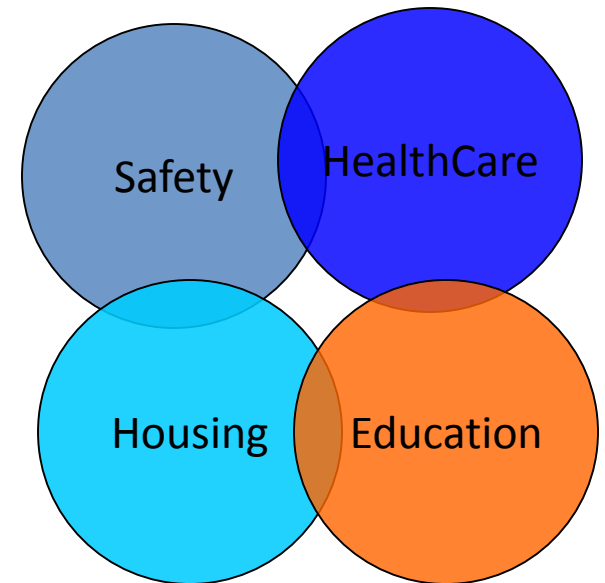
- 1) Availability of skilled labor
- 2) Highway accessibility
- 3) Labor costs
- 4) Occupancy or construction costs
- 5) Availability of advanced ICT services
- 6) Availability of buildings
- 7) Corporate tax rate
- 8) State & Local Incentives
- 9) Low union profile
- 10) Energy availability and costs



# Site Selection Factors

% of QOL Factors Rating as Very Important

- |                              |     |
|------------------------------|-----|
| 1. Low Crime Rate            | 79% |
| 2. Healthcare Facilities     | 70% |
| 3. Housing Availability      | 70% |
| 4. Housing Costs             | 67% |
| 5. Ratings of Public Schools | 63% |



**“60% of the best jobs in the next ten years haven’t been invented yet.”**

**-Thomas Frey**

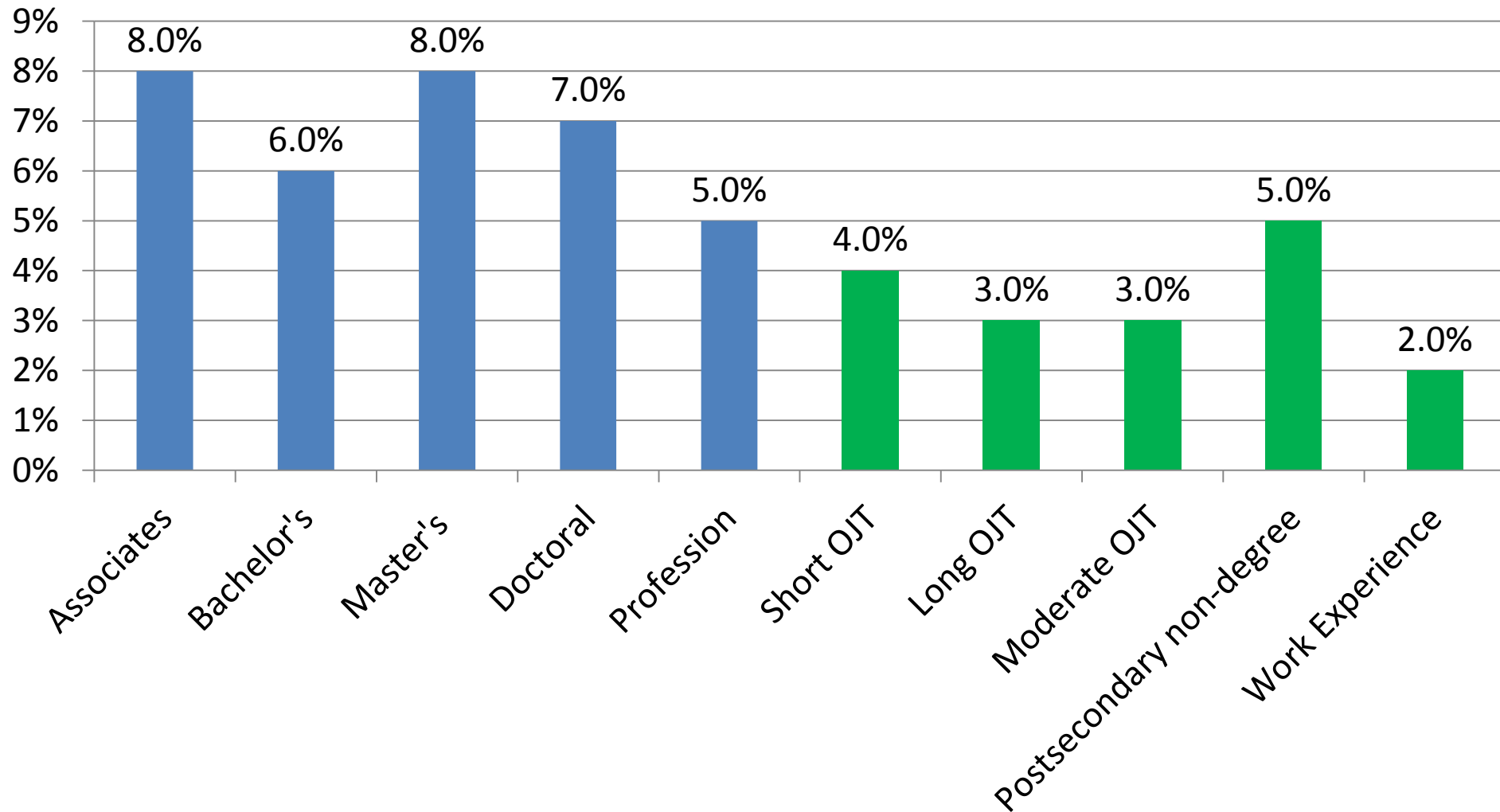
**42**

**Help Wanted**

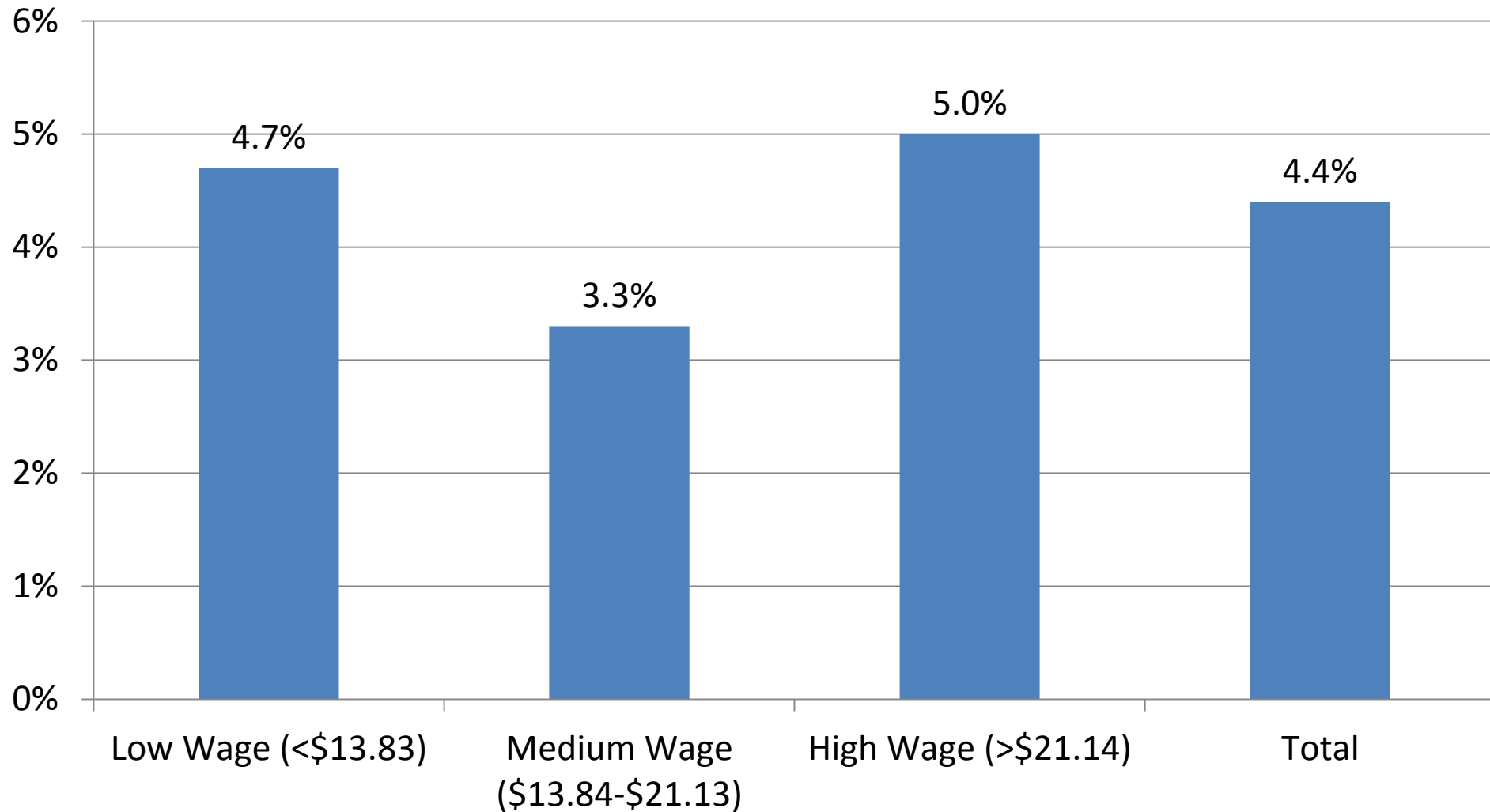
**PARKING LOT ATTENDANT**  
for 1/2 time. Must be able to do  
work. Hard worker & person  
Apply in person with resume  
\$12.00 in the market



# U.S. Projected Job Growth 2013-2017



# U.S. Projected Job Growth 2013-2017



# Enough Good Jobs?

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- $\frac{3}{4}$  of job openings due to growth and replacement needs over the next 10 years will pay a median wage of less than \$35,000/yr.
- BLS's top 3 occupational categories account for  $\frac{1}{3}$  of the workforce in 2010- 49 million jobs
  - Office & admin support (\$30,710)
  - Sales and related occupations (\$24,370)
  - Food preparation & serving (\$18,770)

# Do We Have Enough Good Jobs?

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Occupations projected to provide the largest number of new jobs

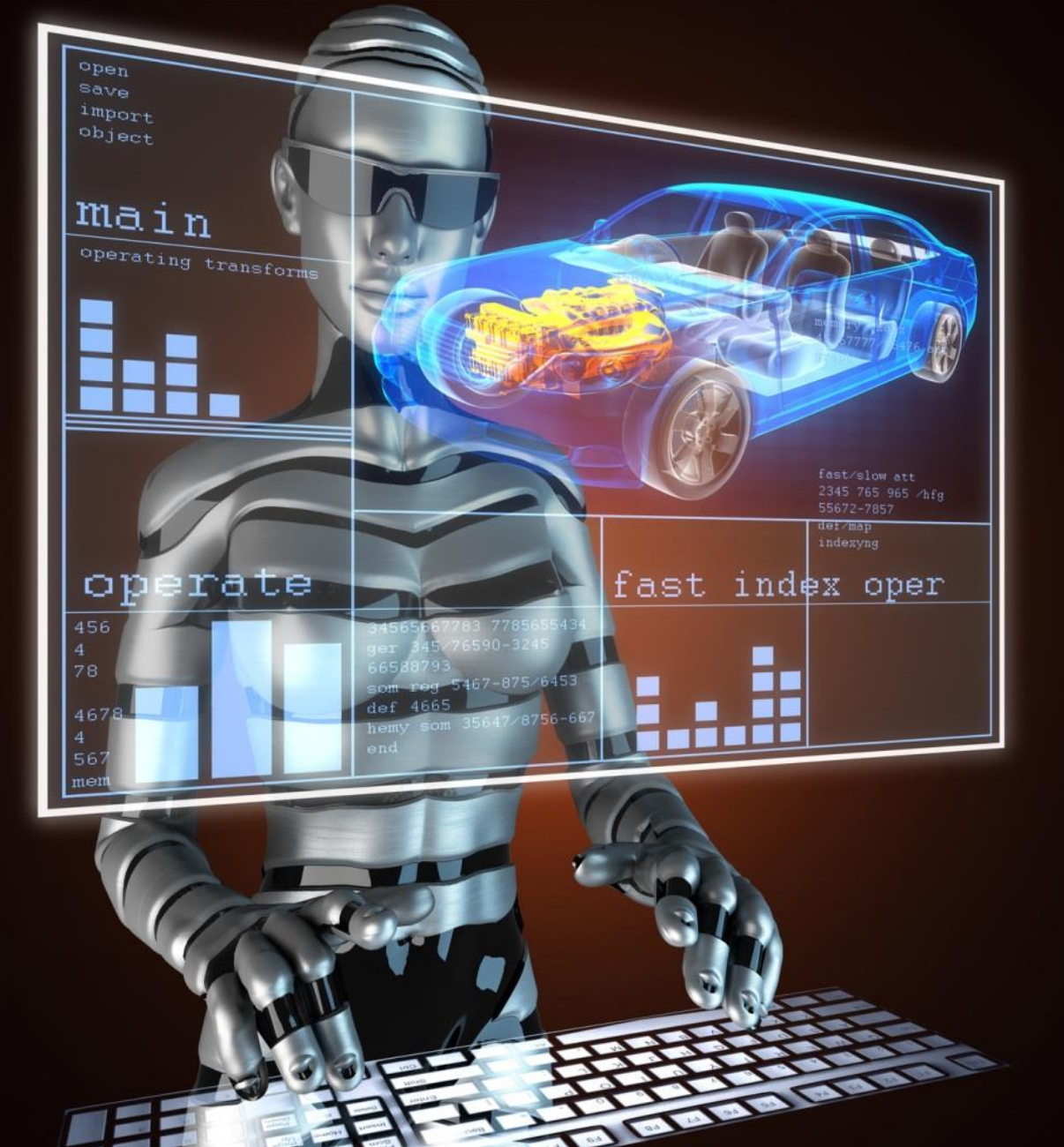
- Child care workers (\$19,300)
- Personal care aides (\$19,640)
- Home health aides (\$20,560)
- Janitors and cleaners (\$22,210)
- Teacher's assistants (\$23,220)



# Re-imagine Readiness

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- MOOCs
- Khan Academy
- Virtual High School
- E-textbooks
- Digital gaming content (competency based)
- Ubiquitous learning content



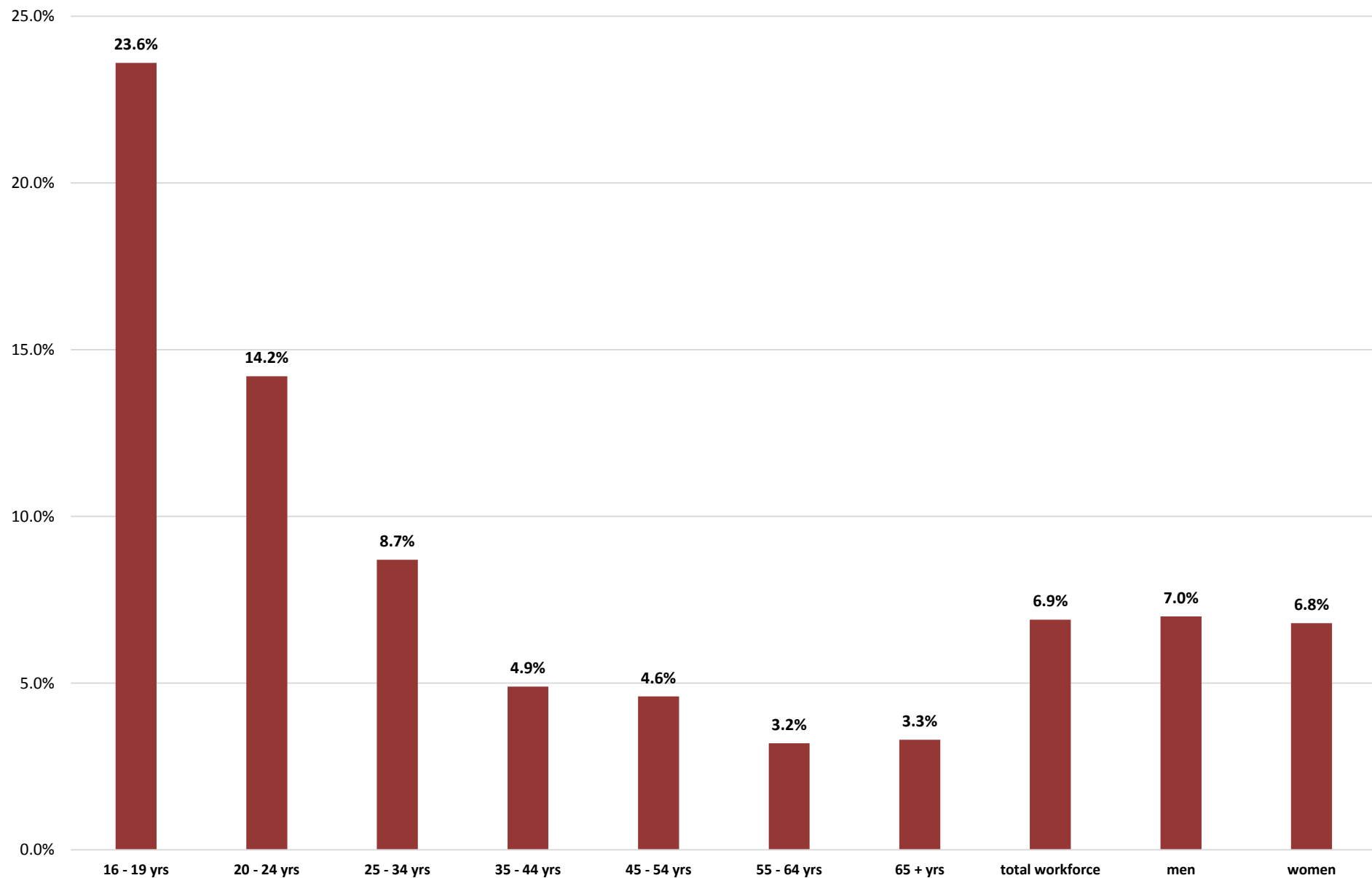
# Re-engage Adult Learners and Disconnected Youth

- Target workers with some credits, but no degree or credential
- Help dislocated workers rejoin the workforce
- Recover disconnected youth

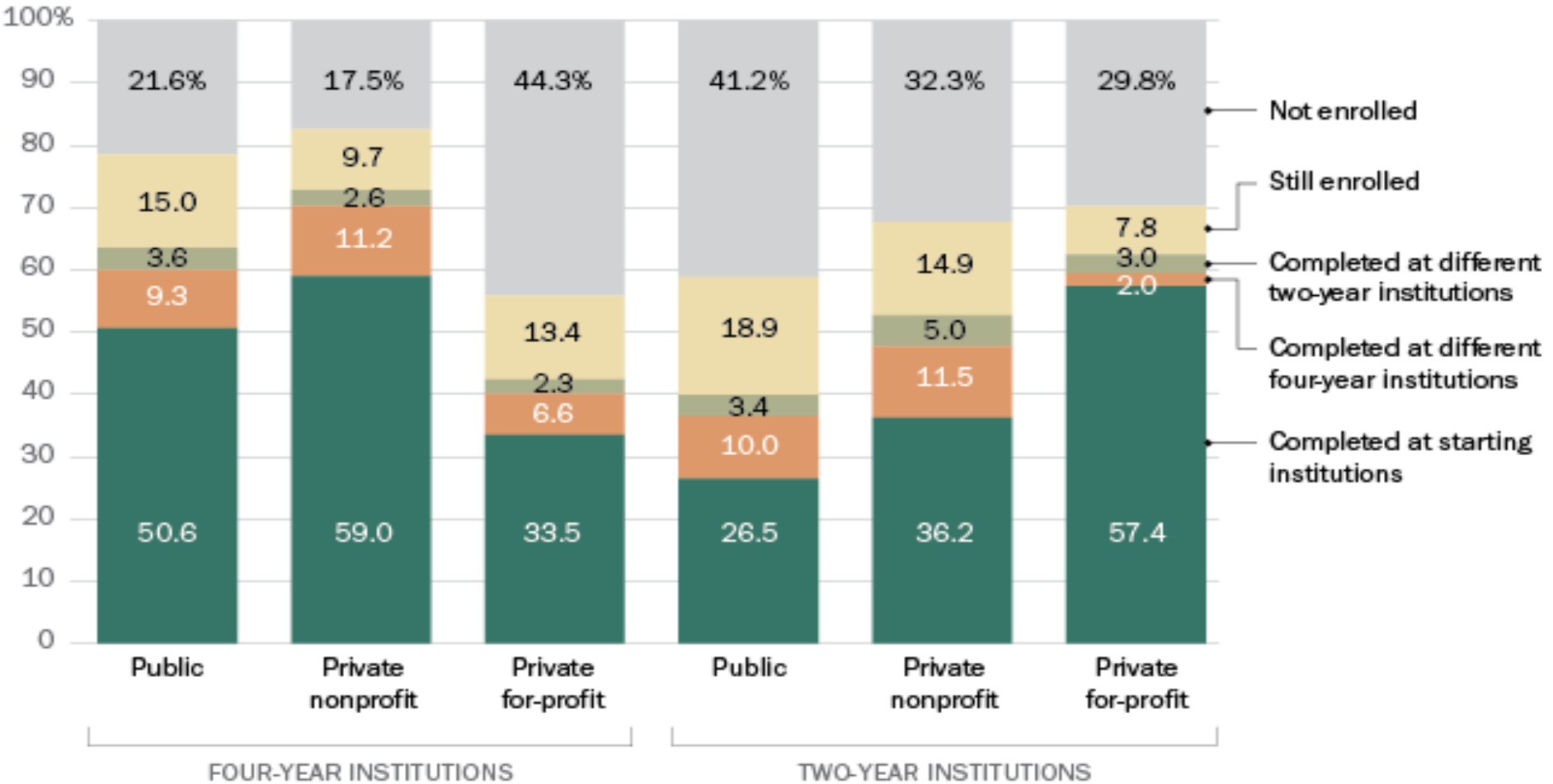




## 2013 Unemployment Rate by Age and Gender



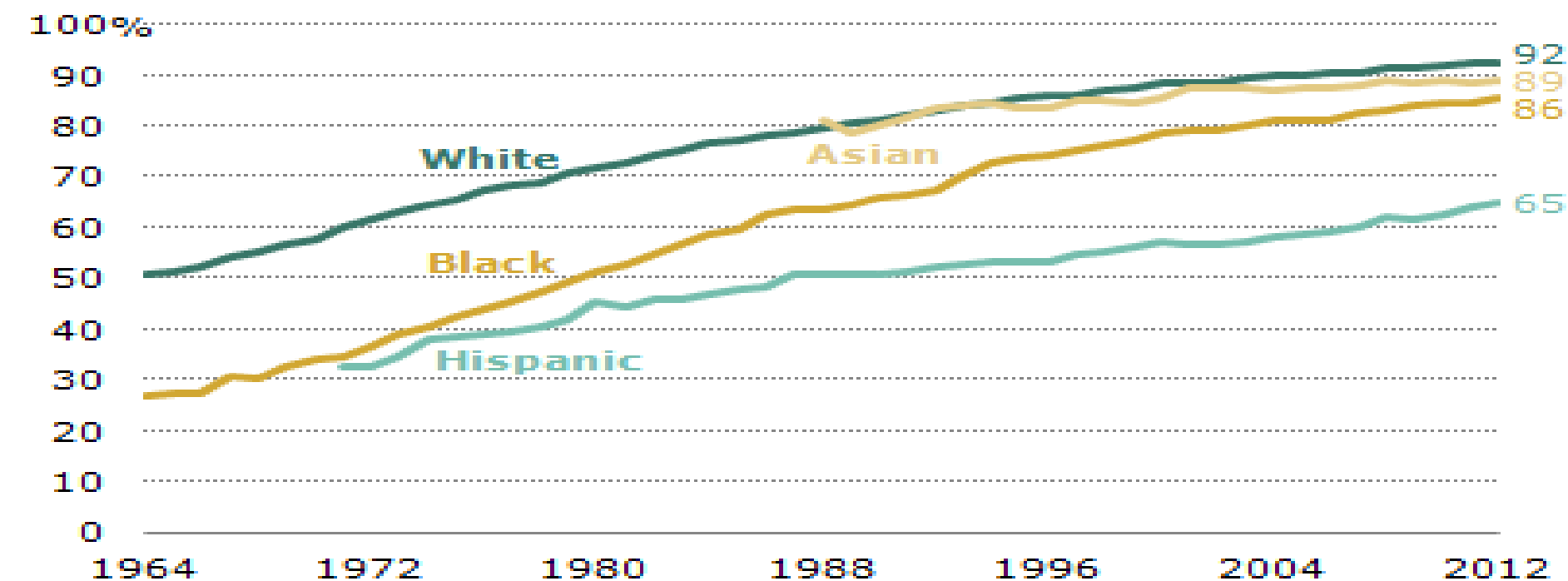
# How Graduation Rates Vary by Type of College



Source: National Student Clearinghouse  
GRAPHIC BY PEW RESEARCH CENTER

# High School Completion by Race/Ethnicity, 1964-2012

*% of adults age 25 and older*



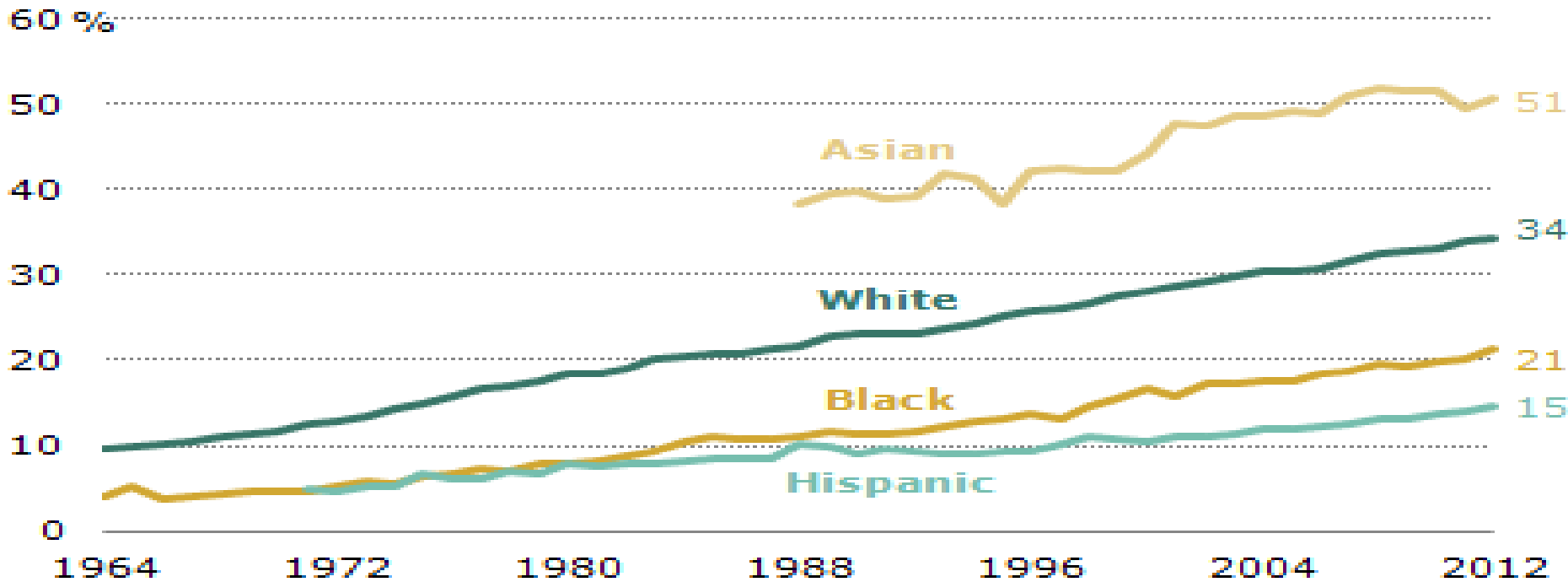
Note: White, black and Asian adults include only those who reported a single race. Native Americans and mixed-race groups not shown. Data for whites, blacks and Asians from 1971 to 2011 include only non-Hispanics. Data for whites and blacks prior to 1971 include Hispanics. Comparable data for Hispanics not available prior to 1971. Data for Asians not available prior to 1988. Asians include Pacific Islanders. Before 1992 refers to those who completed at least 12 years of school. For 1992-2012 refers to those who have at least a high school diploma or its equivalent.

Source: Pew Research Center tabulations of the Current Population Survey Annual Social and Economic Supplement (IPUMS)

PEW RESEARCH CENTER

# College Completion by Race/Ethnicity, 1964-2012

% of adults age 25 and older



Note: White, black and Asian adults include only those who reported a single race. Native Americans and mixed-race groups not shown. Data for whites, blacks and Asians from 1971 to 2011 include only non-Hispanics. Data for whites and blacks prior to 1971 include Hispanics. Comparable data for Hispanics not available prior to 1971. Data for Asians not available prior to 1988. Asians include Pacific Islanders. Before 1992 refers to those who completed at least 16 years of school. For 1992-2012 refers to those who have at least a bachelor's degree.

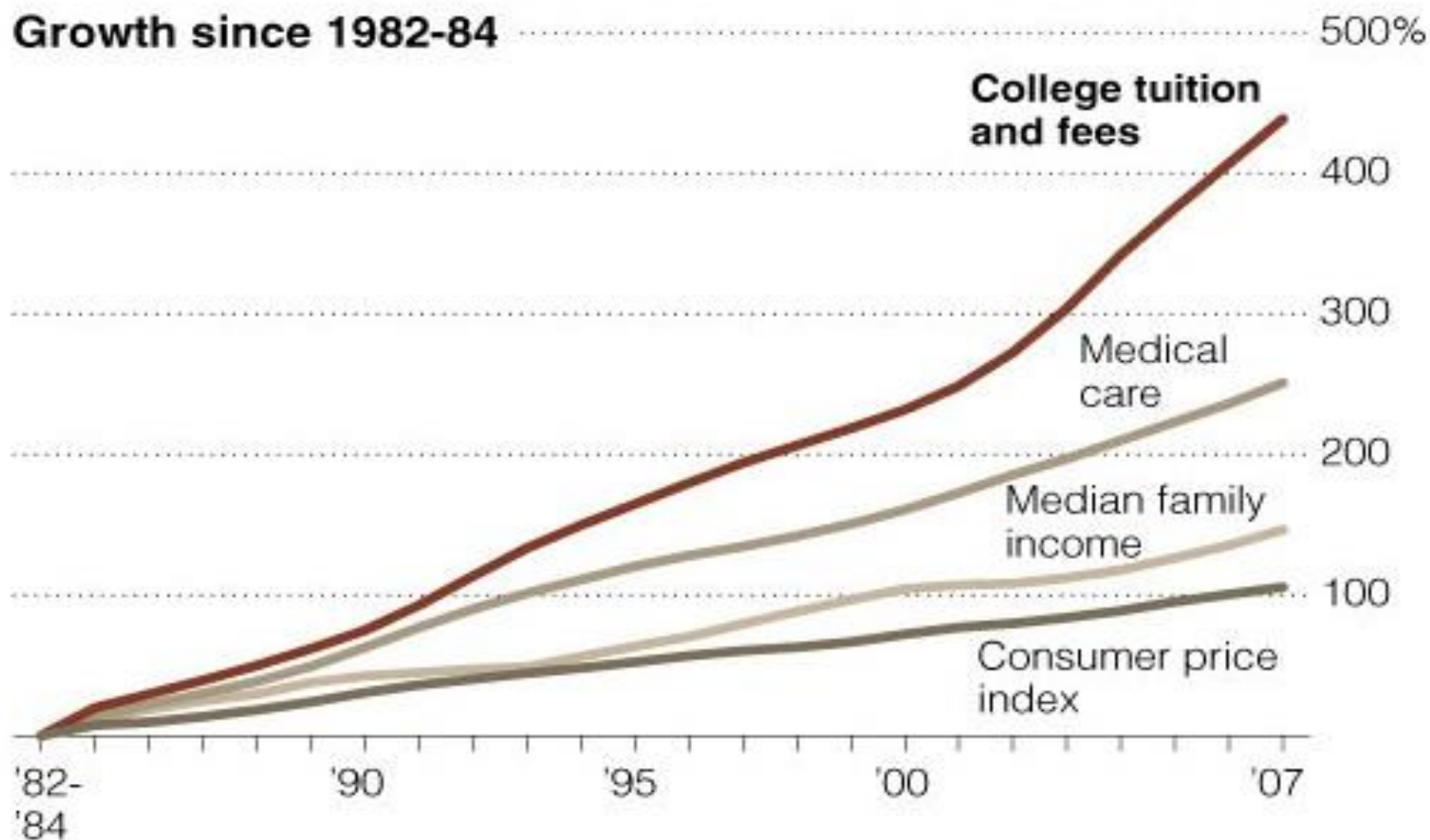
Source: Pew Research Center tabulations of the Current Population Survey Annual Social and Economic Supplement (IPUMS)



# Soaring College Tuitions

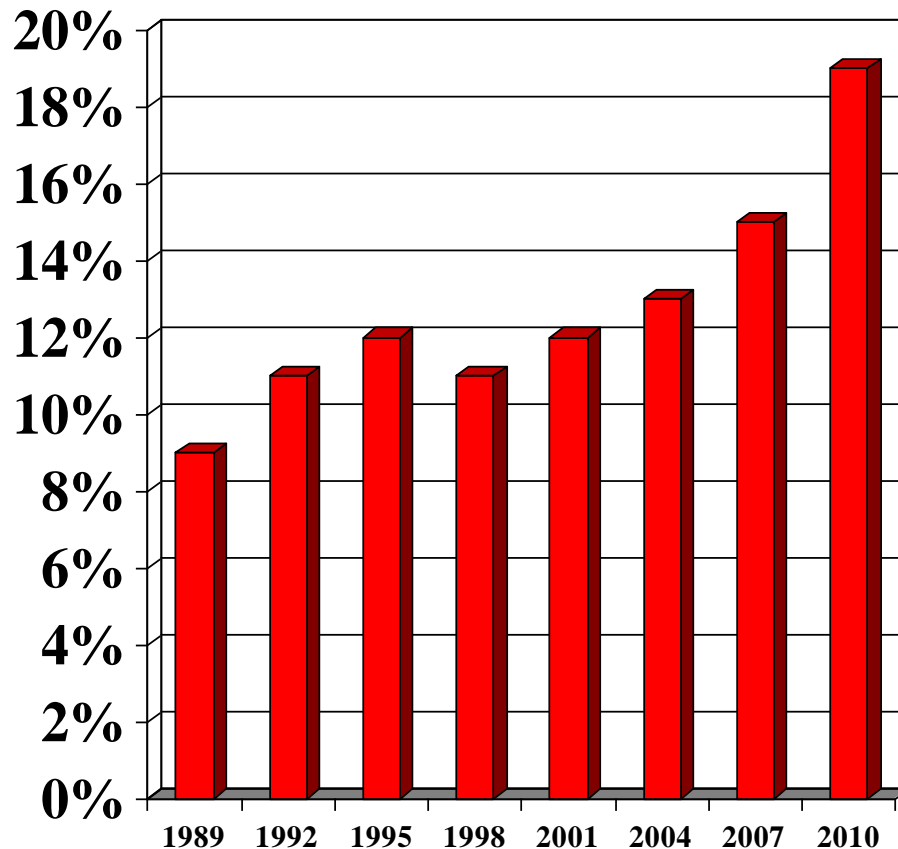
College tuition continues to outpace median family income and the cost of medical care, food and housing.

**Growth since 1982-84**



# College Student Debt Rising

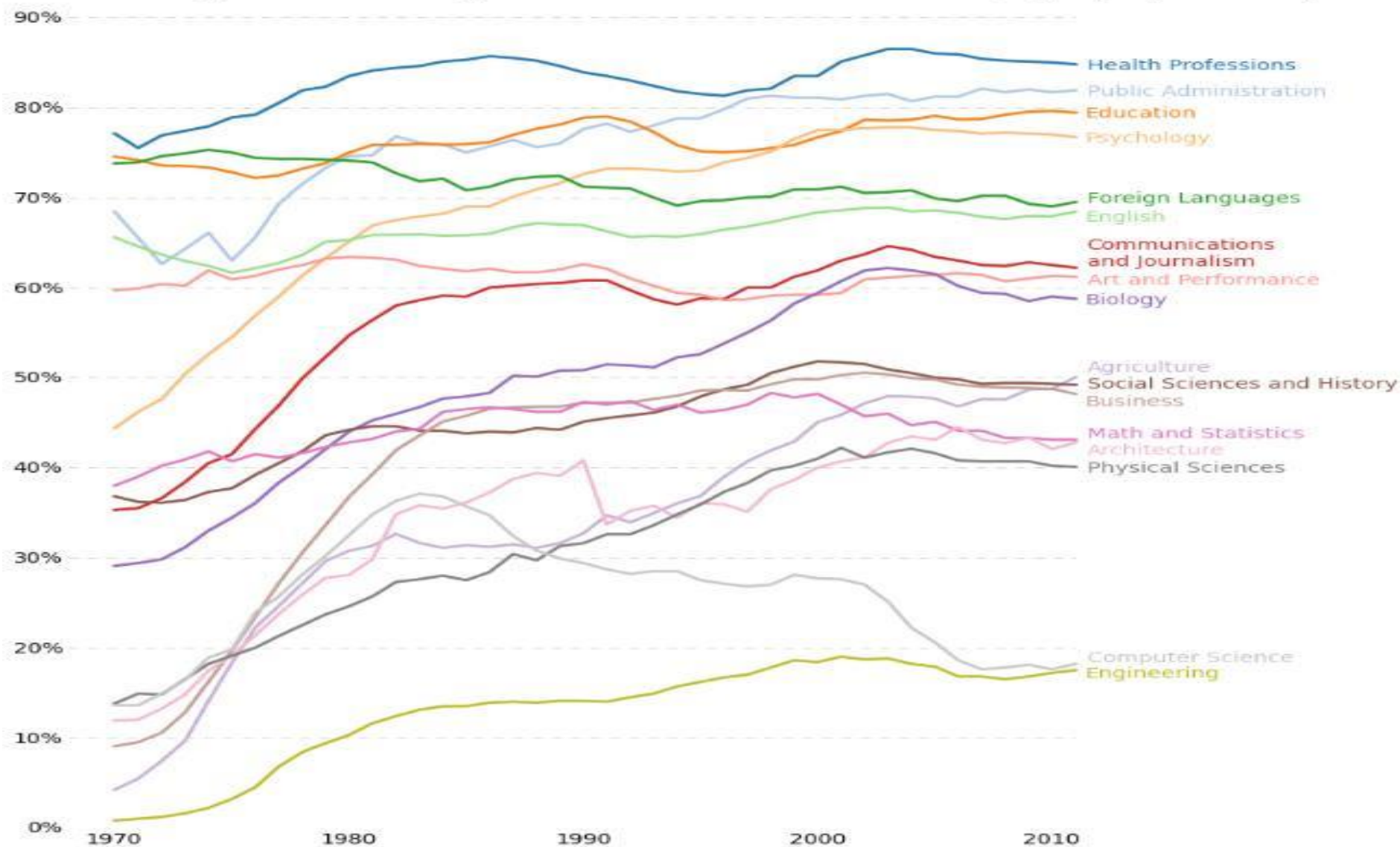
% HH Outstanding Student Debt



Overall average amount owed in student debt

- 1989- \$ 9,634
- 1998- \$17,942
- 2010- \$26,682

Percentage of Bachelor's degrees conferred to women in the U.S.A., by major (1970-2012)



Data source: [nces.ed.gov/programs/digest/2013menu\\_tables.asp](http://nces.ed.gov/programs/digest/2013menu_tables.asp)  
 Author: Randy Olson ([randalolson.com](http://randalolson.com) / @randal\_olson)  
 Note: Some majors are missing because the historical data is not available for them

# Re-align Relationships and Resources

- Create a continuity in education and workforce development from early childhood through career
- Align and track data across the education and workforce pipeline
- Engage business in a meaningful way



# Re-align Relationships and Resources

## The Parable of Unexpected Connectivity





# Re-align Relationships and Resources

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- Align and track data across the education and workforce pipeline
- Engage business in a meaningful way



A conceptual image featuring a person in a blue and white striped business suit and a dark tie. Instead of a head, there is a large, white, fluffy cloud. The person's arms are outstretched horizontally. They are standing on a complex, three-dimensional maze that recedes into the distance. The background is a solid black sky.

# Workforce Development

# Workforce Development

- “A top priority of the nation’s governors is developing the skilled and knowledgeable workforce required for states to be economically competitive in a global economy.”

National Governors Association 2013

- “In business today, no competition is tougher than the global race for talent. In every industry, every job sector, and every part of the world, employers are asking the same question: How are we going to find, train, and retain the best workers?”

U.S. Chamber of Commerce 2013

# What Is Workforce Development?

...a human resources strategy

...place based and sector based



# What Is Workforce Development?

... a range of activities, policies and programs employed by places to make and keep viable labor to support the current and future needs business of business



...the coordination of public and private-sector policies and programs that provide individuals with the opportunity for a sustainable livelihood and helps organizations achieve exemplary goals, consistent with the societal context.

Jacobs & Hawley



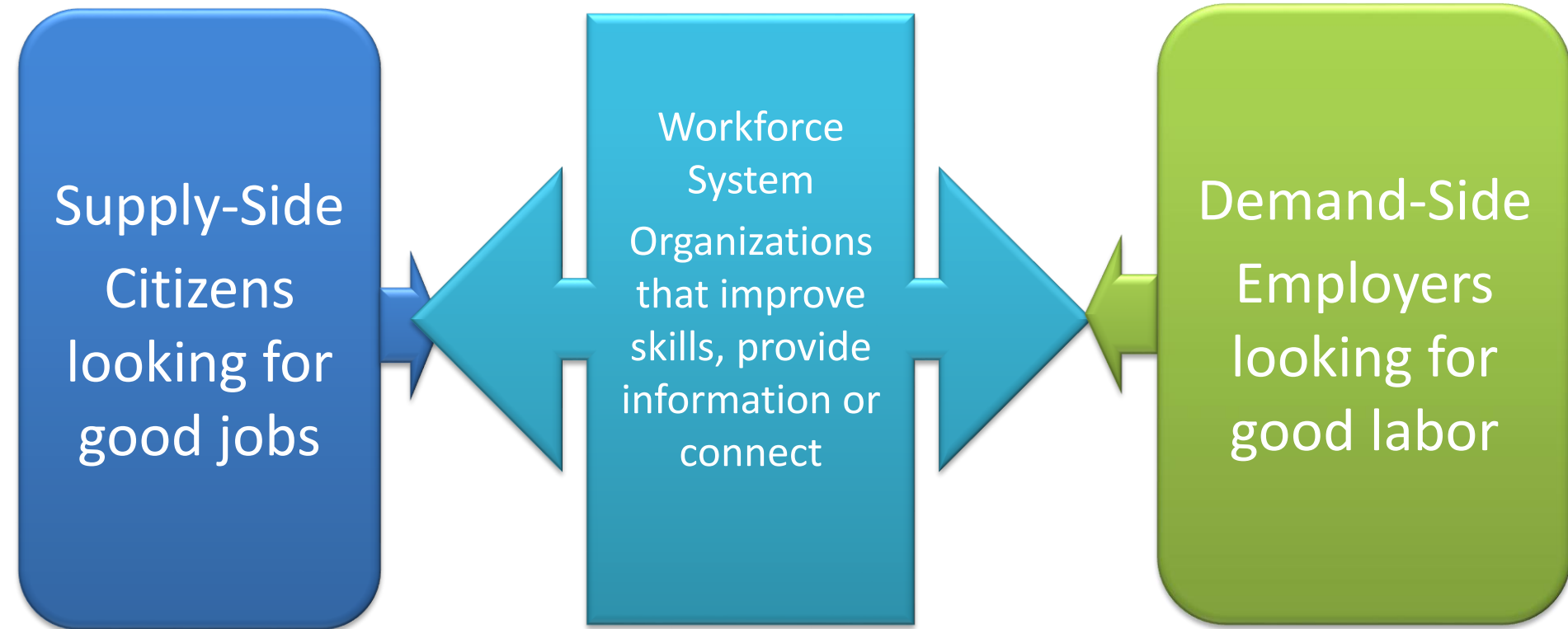
## Supply Driven Workforce Solutions

- Move people out of poverty
- Help unemployed find jobs
- Educate for increased skills
- Train for increased skills

## Demand Driven Workforce Solutions

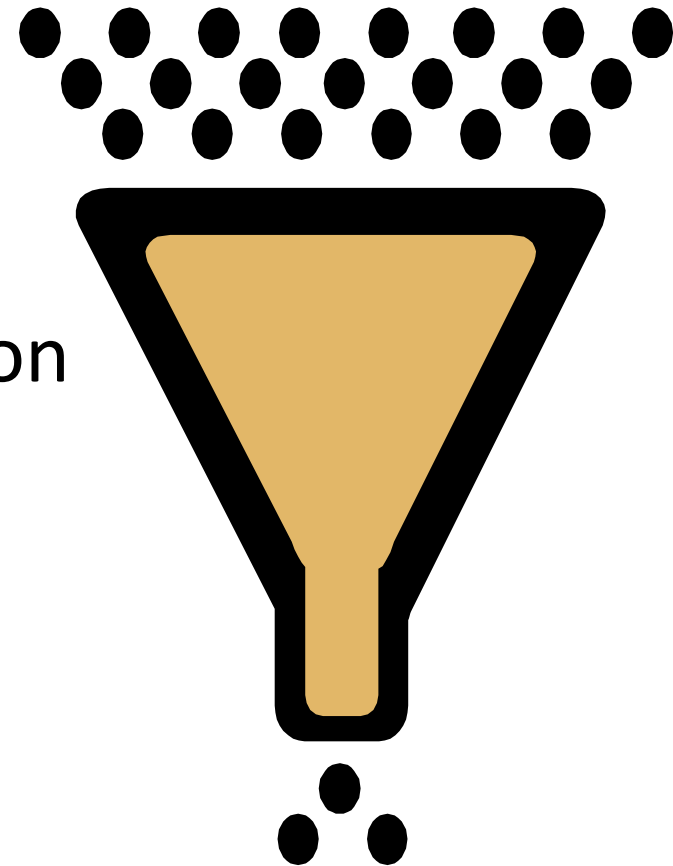
- Find just in time talent
- Reduce costs
- Minimize risk
- Maximize profits

# What Are The Components of a Perfect System?



# Let's Talk Barriers To Employment

- Drug Tests
- Criminal Background Checks
- Credit Checks
- Reading, Math and Comprehension
- Social media Checks
- References
- Interviews



Potential employees with non-competitive work skills and competitive work histories (and no obvious barriers to work)

Potential employees with competitive work skills and non-competitive work histories (and no obvious barriers to work)

Potential employees with non-competitive work skills and non-competitive work histories (and either no or obvious barriers to work)



# Listening To The South

- Stop tinkering at the edges with Education and Workforce Development
- Act Earlier- leaning starts before children reach school
- We are shortchanging both our students and our businesses if we promote 4-year colleges as the only pathway to success
- It is not all about technical (hard) skills
- Businesses need to play a key role



# Re-imagine Readiness

- Strengthen the connections between education and job skills
- Re-think credentials and their value in the workplace
- Give students more exposure to the world of work
- Scale technology so that every student can benefit from a high quality, personalized learning experience



# Re-engage Adult Learners and Disconnected Youth

- Target workers with some credits, but no degree or credential
- Help dislocated workers rejoin the workforce
- Recover disconnected youth



# Re-align Relationships and Resources

- Create a continuity in education and workforce development from early childhood through career
- Align and track data across the education and workforce pipeline
- Engage business in a meaningful way



# Listening To The South

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"We're looking for someone with the wisdom of a 50-year-old, the experience of a 40-year-old, the drive of a 30-year-old and the pay scale of a 20-year-old."

Everyone has time for **FUN**substance.com

# Top Trends in Economic Development

Six important trends have emerged as governors have updated economic development strategies

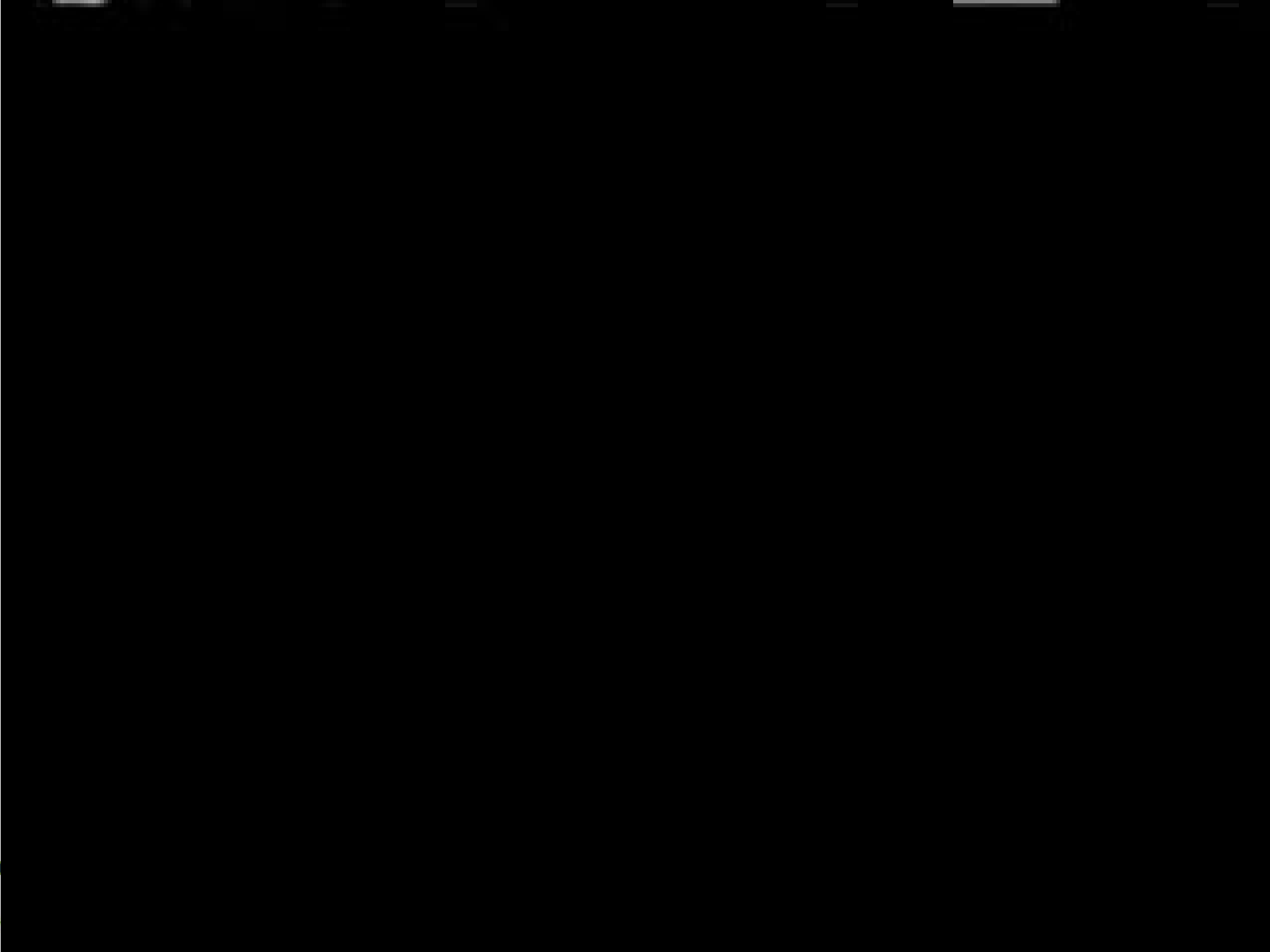
- 1) States are focusing on the relationship between the state and its regions in fostering economic development;
- 2) States are emphasizing job creation from within the state;
- 3) States are strengthening their support for advanced manufacturing;
- 4) States are creating partnerships to meet industry's demands for talent;
- 5) States are raising expectations for universities to bridge the gap between research and commercialization; and
- 6) States are stepping up business export initiatives.

# National Best Practices Scan for Economic Development

## Workforce and Talent:

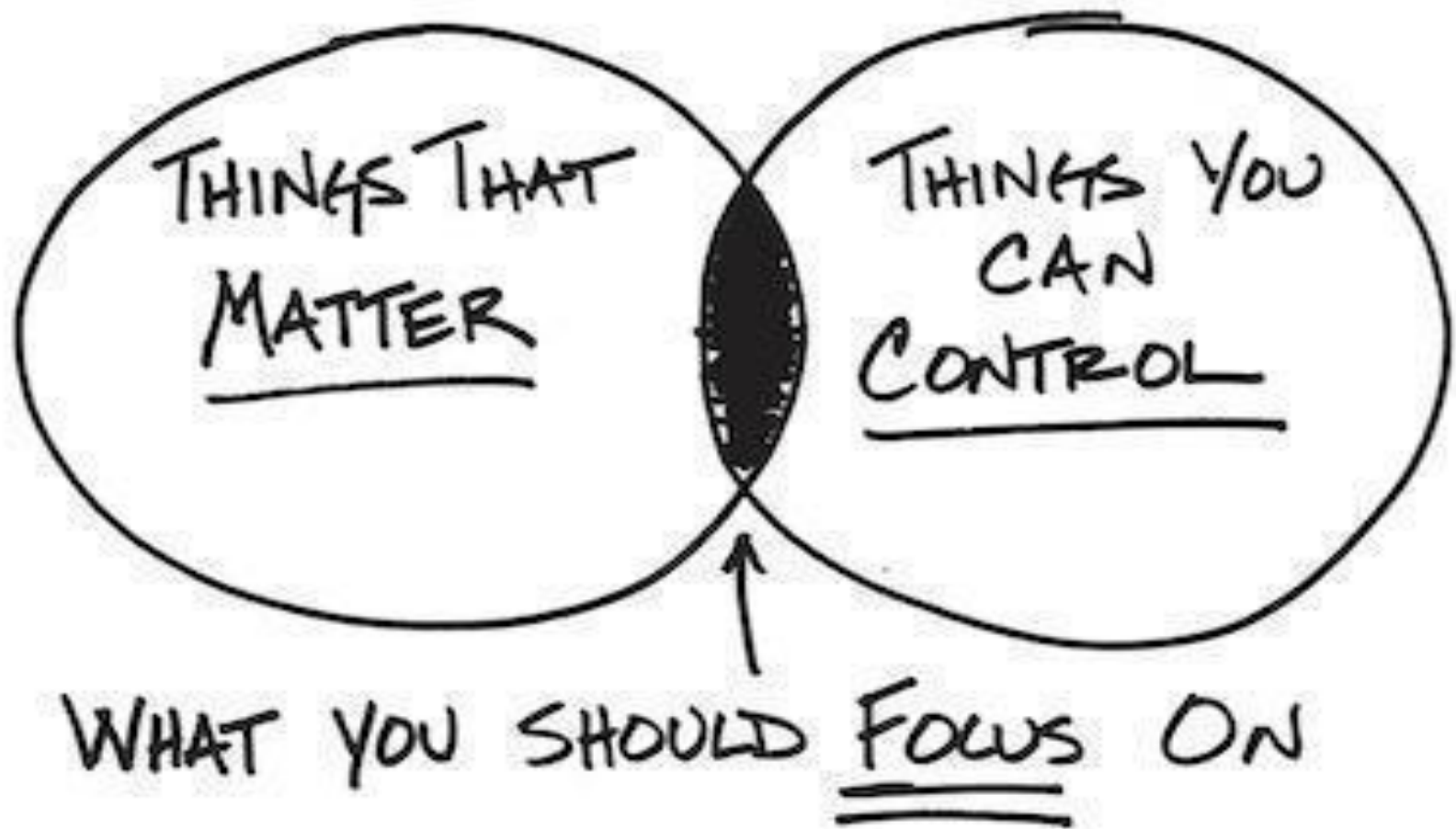
- Preparing the state workforce with the skills and credentials sought by businesses within the targeted state ecosystems - creation of a talent ecosystem
- Alignment of current employer needs, prospective employer needs, and educational systems
- Proactive and collaborative approaches to address the needs of existing businesses





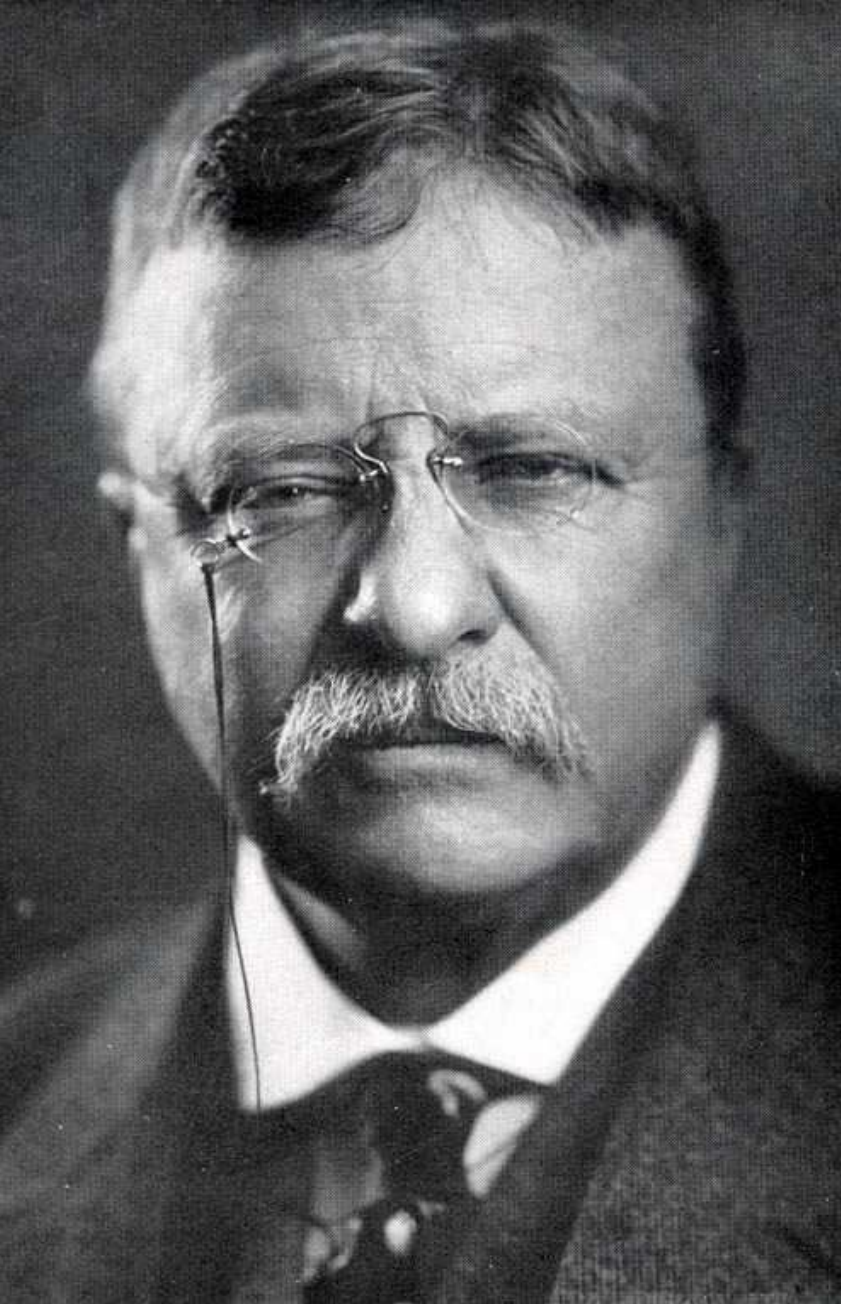






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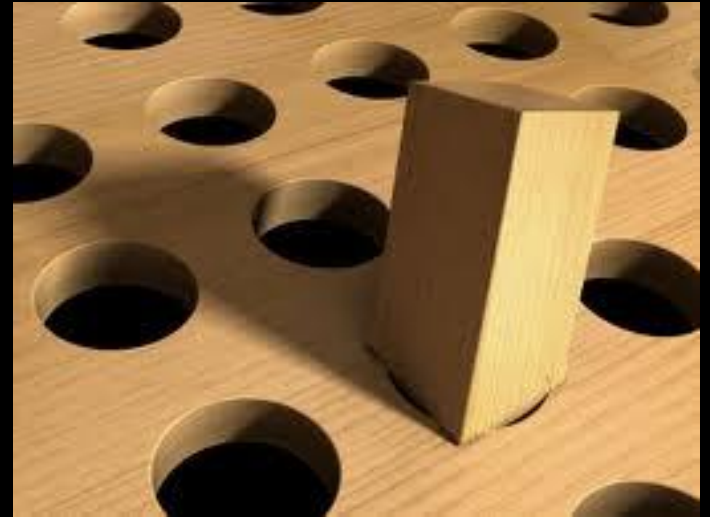
“Do what you  
can, with what  
you have,  
where you  
are.”



southern growth policies board

## Re-imagining Workforce Development

Southern Growth Policies Board's  
*2013 Report on the Future of the South*









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*"Leadership and learning are  
indispensable to each other."*

*John F. Kennedy*





